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PoliSee, PoliDo? Examining the Inter-Municipal Communication of Climate Action Policy and Strategy

Emily Raquel Sandoval

University of Colorado Boulder, Emily.R.Sandoval@Colorado.EDU

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PoliSee, PoliDo?
Examining the Inter-Municipal Communication of Climate Action Policy and Strategy

By
Emily R. Sandoval
University of Colorado at Boulder

A thesis submitted to the
University of Colorado at Boulder
In partial fulfillment
If the requirements to receive
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Thesis Advisors
Dale Miller, Environmental Studies
Dr. Deserai Anderson Crow, Environmental Studies
Dr. Brian Muller, Environmental Design

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Abstract

This undergraduate thesis provides an examination of inter-city communication regarding climate change policy in the United States. It examines some of the existing literature regarding municipal climate action, policy dissemination, and existing formal communication networks for cities. Through the results of a 20-question survey sent to municipal employees specializing in climate action policy design and implementation, this thesis analyzes whether communication exists between cities and if so, how such communication relates to other city characteristics. The thesis finds that cities are in general communicating directly with and researching the policies of their peers using a variety of media and methods, but several factors including education, climate action prioritization, and optimism regarding the global impact cities make on climate change correlate with varying degrees of communication frequency and quality.

Acknowledgements

Though this project has proved difficult at times, looking back I am grateful for all it has forced me to learn about myself and the world in which I live. Through this project I've learned, among many things, that people are generally willing to help, if I can just muster the courage to ask them.

In this vein, I want to mention those who came to my rescue countless times throughout this process. Of course, I would be remiss in not specifically thanking Dale Miller, whose influence and kind guidance is a major reason this document exists. I was honored by his sincere invitation to join his thesis class, and I hope my work is true to the potential he saw in me. To my other excellent advisors, Deserai Anderson Crow and Brian Muller, who have been patient guides throughout the past few months, thank you!

I'd also like to thank Lynn Coppedge and Jonathan Wachtel at the City of Lakewood. Their interest in my project and my professional growth during my internship in the Planning Department last semester was truly fundamental to this document. I learned so much from each of them, and I want to recognize their impact on this project and on myself as a young professional.

Finally, to my cohort of fellow ENVS thesis writers, researchers, and most importantly, friends: thank you for your optimism and level-headedness; my tested-yet-still-intact sanity appreciates it.

Though from this vantage it feels like I stumbled into Environmental Studies and Political Science as my primary areas of study, I'm confident now that nothing about these choices was coincidental. I've always had a deep interest in politics, no doubt thanks to my steady childhood diet of C-SPAN and *The Daily Show* (thanks, Mom!). My love for the natural environment began early – I can remember sorting out recyclables out of my elementary school's cafeteria trash – but it began to hold a true place in my heart as a Junior Ranger and as a member of my high school's cross country team.

Given these two interests, it seems perfectly appropriate that city environmental policy became the central topic of this paper. The document that follows represents a natural combination of my studies here at CU Boulder: an examination of U.S. municipal climate action and how communication between cities has affected the dissemination of such policy.

-Emily Sandoval
March 16, 2015

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“It is in cities that the battle to tackle climate change will be won or lost.”

-- Ken Livingstone,
Former Mayor of London,
World Mayors' Summit, 2007

Introduction

Based on the results of a survey sent to municipal climate action employees across the U.S., this paper examines communication between these employees to determine what effect this communication has on the policy, attitudes, community support and general dissemination of climate action policy.

This thesis project arose out of an interest in how local governments are currently shaping environmental and sustainability policy in the United States. The connection between municipalities and sustainability may seem surprising, given the global scope of the problems and challenges created through climate change, and many analysts have studied whether individual cities can really contribute to a necessary global solution. While I am certainly interested whether the progress made in American sustainable cities is actually useful, this paper will not examine the evidence on that subject. Nor will I analyze if indeed U.S. cities are quantitatively becoming more environmentally sustainable in terms of reduced emissions, increasing alternative transportation rates, diminishing electricity use, etc. (many of which are common policy goals of sustainable cities). Instead, I will focus on the rapid increase in U.S. municipalities focusing policy on climate change mitigation and adaptation, regardless of the efficacy or measurable success of such policies in action.

The main goal of my research is to examine how and why similar climate mitigation and adaptation policy goals disseminate from city to city. While it is true that specific policies are not the same universally in the nation's "sustainable cities," they still share a primary goal of mitigating or adapting to climate change. In other words, why have such cities that

vary greatly in terms of geographic size, politics, and structure reached the seemingly universal goals of diminishing their contributions to climate change and adapting to meet the challenges of our climate future?

My research seeks to investigate one possibility of how cities came to share this same goal. It is my hypothesis that along with federal government encouragement, grassroots efforts, and nearly indisputable scientific evidence that climate change, if left unchecked, may cause catastrophic damage, cities actually communicate with each other on a peer-to-peer basis to share best practices, collaborate on regional initiatives, and align policy goals. There is some historical and scientific evidence to suggest that the first premises of my hypothesis (federal encouragement, grassroots interest, and scientific consensus) have indeed shapes municipal climate action; however, the core of my research will address the second hypothetical premise: that cities communicate often and with efficacy to shape individual climate policy. This project uses a quantitative and qualitative approach to analyze the data collected to a survey sent to 50 sustainability officers across the United States, which addressed how common, how often, and how influential inter-city communication is.

Given this objective, I pause for a moment to outline the structure and content of this document: I will begin with a background section that will demonstrate some of the contextual information that has informed the formulation of the research question. I will briefly review some of the existing literature on the topic to date. These sections will support my research question's key premise that sustainable city policies in America are both similar across cities and disseminating at a rapid pace. I will describe my methods and provide a summary of my survey questions, including the information it's designed to uncover. I will

report on the data collected in my survey, analyze its findings, and conclude with reflections on what this research implies with regard to environmental policy more generally as well as questions for further inquiry.

Aimed at my undergraduate peers, this paper will hopefully broaden and enrich knowledge of contemporary American approaches to environmental policy, provide insight into communication networks among cities, and assess future opportunities to extend policy solutions to climate change to more American cities.

Key Definitions

To capture a broader range of sustainability and climate action initiatives in cities, I want to clearly state how this terminology will be defined in this paper. *Sustainability* means, in its classical definition, “to meet the needs of the present without infringing upon the opportunity of future generations to meet their needs” (World Commission on Environment and Development, 1987). Though it has been defined in other ways, this paper focuses on the three-pronged sustainability that incorporates the conscious use of environmental, economic, and social resources. *Climate Policy* is used broadly to capture any municipal activity that benefits its environmental sustainability through either mitigation of or adaptation to climate change. Some examples of climate action include setting greenhouse gas emission limits, reducing energy consumption, or designing storm water systems that can withstand more frequent “superstorms,” etc. More specifically, *Policy*, will henceforth be defined as “stating an intention, principle, or objective” while *Policy Instruments* shall be the “ways and means to realize” the policy (King, Mori, 2007).

Background

Over the past decade in the United States, the federal government has struggled to shape comprehensive climate change action, despite numerous requests from President

Obama (Obama, 2013). Without Congressional action, President Obama has been left to tackle the issue through his executive departments like the Environmental Protection Agency and through international accords like one recently signed with the Chinese government to cut carbon emissions (Davenport, 2014; Davenport, 2014). In the face of this relative federal inaction, cities across the country have become the preeminent policy innovators and leaders with regards to climate change mitigation and preparation for risk related to the effects of climate change (Bulkeley, 2010; Kern, 2008; Harrison, 2013); though often maligned for its “buzzword” status, the Sustainable City has, in fact, emerged as a primary mechanism through which environmental activists, government officials, and key stakeholders have addressed climate change in recent years.

In the United States, local government is the primary scale of government interaction for citizens. The cities we live in shape everyday life in myriad ways: from zoning regulations and building codes, to school quality and park access; municipal governments have enormous impact on our lives. The U.S. federal system allows for cities and municipalities to be “laboratories of democracy” (Galle, 2009). By being more closely attuned to the desires, capabilities, and necessities of residents, there is a powerful potential for positive environmental change in cities.

The history of municipalities’ inclusion of climate change into their policy goals begins in the early 1990s. The findings of “On a Changing Atmosphere,” an international conference in Toronto inspired government officials across North America and Western Europe to engage in earnest in energy conservation and sustainable development (Bulkeley, 2010). Characteristic of this initial concern were smaller cities that had already been working on energy conservation outside of its impact on climate change or global warming;

however, the 2000s brought a second wave of concerned cities, which included large, global hubs like New York, Los Angeles, Philadelphia, and Seattle (Kern, 2010).

Starting in the late 2000s, cities like Philadelphia, Chicago, and San Francisco, to name a few significant examples, took on climate change as a policy issue to be addressed at a local level. What's particularly remarkable about this policy implementation is that despite the different geographic, economic, and political characteristics that define these and other cities, they actually created very similar policy solutions to address climate change during a short time period (less than ten years). This primary observation of the relatively rapid dissemination of similar climate change policies across cities indicates that cities communicate with one another. In fact, they have set up formal networks designed to facilitate collaboration: the International Council for Local Environmental Initiatives (ICLEI), the Urban Sustainability Director's Network (USDN), C-40 (a mayoral coalition committed to fighting climate change), and the U.S. Mayor's Climate Protection Agreement are just a few examples.

While much of the existing literature challenges the claim that cities have sufficient institutional capacity to truly address their contributions to climate change, (Kern, 2010; Rutland, 2008; Holgate, 2007), cities have increasingly included both mitigation and adaptation in their guiding documents and signed on to transnational climate agreements (Bulkeley, 2010).

Anecdotally, at least, there is some evidence to suggest that cities are indeed influenced by the climate policies of their neighbors. According to Krause's 2010 account, by the mid-2000s, it became clear that the U.S. would decline to sign the Kyoto Protocol and environmentalists across the country expressed deep disappointment. With no federal action

in place, progressive states and cities began to tackle the increasingly pressing matter of climate change under their own powers. Wanting to spark an environmental change in America, the mayor of Seattle, Greg Nickels, in 2005 issued a challenge to fellow mayors: sign your city onto the goals of the Kyoto Protocol. Here, the implication was clear: progressive mayors, whose constituents generally supported environmentalist policy, were capable of meeting the Kyoto requirements, and thereby should feel obligated to participate. Notably, many mayors took Nickles up on his challenge. We don't often witness this kind of overt national leadership among mayors, yet Greg Nickles' demands suggest that there is a highly nuanced relationship between them and that one action can sweep through cities.

Interestingly, the decline of American manufacturing is also cited as a factor in U.S. cities inclusion of climate action in their policy goals (Portney, 2003; Zahran, 2008). In the absence of entrenched special interests that typically oppose climate action legislation, cities were free to define more stringent sustainability and environmental goals.

This story provides us with a clear introduction into the world of municipal governments. Overlooked in policy analysis discussions, these incubators of policy are arguably some of the most important with regard to climate change policy and mitigation. This paper seeks to add, in some small fashion, to what has already been observed in city governments, by reporting on the demographics, communication approaches, and perceptions of current municipal sustainability and climate action employees.

Literature Review

In this section, I will provide a brief summary of pertinent existing literature regarding mitigation and adaptation, sustainable cities, existing formal networks cities use to communicate about climate action, municipal climate action policy, and policy diffusion,

and include a brief history of municipal water fluoridation that will serve as a historical example of the inter-city communication this paper seeks to research.

Mitigation versus Adaptation

The recent history of municipal approaches to climate policy can be described through two waves: mitigation and adaptation. Starting in the early 2000s, cities focused their policies on reducing carbon and other greenhouse gas emissions with the goal of slowing climate change and reducing the chance of future catastrophe (Basset and Shandas, 2010). Examples of mitigation strategies include enforcing greater building efficiency, raising the mile-per-gallon standards of city vehicle fleets, supporting greater access to alternative transportation, or installing green roofs on city skyscrapers. While these strategies may differ from city to city in terms of whose behavior or what behaviors the policies seek to change, there is a distinct emphasis in most cities' climate action plans to mitigate their contribution to global climate change.

Often going hand-in-hand with mitigation goals are adaptation goals that allow cities to prioritize infrastructure and facility changes that will better prepare them for a future with different climate, weather patterns, and risk of natural disaster. While this field has been developed more recently, it is increasingly on the top of the agenda for most cities and their climate action goals (Basset and Shandas, 2010).

For the sake of inclusiveness, minimization of confusion, and an acknowledgement of the diverse ways cities approach climate change, the rest of this paper will assume that municipal climate policy includes one or both of these categories.

Brief History of Sustainable Cities

Kent E. Portney's study, *Taking Sustainable Cities Seriously*, identified in 2003 a "nearly comprehensive" list of cities with sustainability initiatives, which totaled at 24 (365).

According to an ICLEI 2009 survey, that includes both sustainability plans and climate action plans, the number ballooned to 197. Clearly, there has been remarkable growth in sustainable city initiatives and most scholars attribute this trend to a few key focusing events and paradigm shifts occurring over the recent years.

Following the United Nation's Bruntland Report released in 1987, climate issues and sustainable development have been at the forefront of city and state policy goals (Bulkeley and Bersill, 2005). While global protocols aimed to set national greenhouse gas emission goals, select cities began to contend with their culpability and potential solutions with regards to climate change. In 1991, a program dubbed "Cities for Climate Protection" arose in many U.S. cities. Along with ICLEI (International Council for Local Environmental Initiatives), the CCP provided an initial framework for identifying their environmental impact and ways to counteract their contribution. The early adopters of these programs were concentrated in the west (a region that has been historically more supportive of environmentalism). They include Seattle, Portland, Denver, Tuscon, Santa Fe, Saint Paul, Burlington, and Cambridge, MA (Vasi, 2006). What is interesting about this history is that, these cities remain leaders in environmental sustainability, but many more cities have joined their ranks. Today there are many other networks and programs in which cities can participate, communicate, and choose from and have helped "laggard" cities catch up and are likely responsible in part for the diffusion of sustainable cities across the country.

First framed as a global issue in the early 1980s, climate policy makers assumed that a solution needed to match this scope. Though quickly they realized that global climate agreements were difficult to create and even more difficult to enforce, policy makers experimented throughout the 1990s with multilateral treaties such as the United Nations

Framework Convention on Climate Change's 1997 Kyoto Protocol (Betsill and Rabe, 2009). Given the success of ozone depletion accords, most policy makers believed a similar cooperation could be created to address climate change.

However, in the wake of the U.S.' refusal to sign on to the Kyoto Protocol, as well as increasing scientific evidence to support the urgency with which we needed to address climate change, cities across the world began to consider how their policy choices could contribute to a solution. In fact, U.S. cities have been "central actors" in climate policy and have assumed "leadership roles" during the federal government's slow progress (Betsill, 2009).

In the 2000s, U.S. subnational governments began to address, in earnest, climate change and its effects. Initially taking a mitigation approach, cities aimed to lower their greenhouse gas emissions through a variety of means. Notably, city governments are often dense webs of departments and agencies. This structure often necessitates broad cooperation between departments and complicates how exactly cities design policy to meet sustainability goals (Portney, 2009). Though there is some diversity in approach according to size, structure, and power of the city's government, most cities that have begun to address climate change have started with the same policy goal: writing and implementing a planning document, usually a Climate Action Plan or Sustainability plan, that gives the city identified climate action goals and the legal authority to meet them (Portney, 2009).

Climate Action or Sustainability Plans generally consist of a few key sections: "specific goals and timetables, performance indicators, assignment of responsibilities, and proposals for creating new programs" (Portney, 2009). Defined broadly, "sustainability" is often an overarching goal in which climate action or climate mitigation is only a small part.

Additionally, the methods for reaching these sustainability goals involve many different areas of city government: from planning department changes, transportation, and city operations goals, cities are finding unique ways to meet goals that fit their city's structure and characteristics.

Existing Formal Environmental Communication Networks for Cities

An integral component to this paper's premise is the existence of formal networks through which cities and their officials currently have the opportunity to share policy ideas and results. This section will provide a brief overview of some of the better-known networks in the field of sustainability and how much potential each has for facilitating this communication.

Urban Sustainability Directors Network

Founded in 2008, the USDN works to connect sustainability directors from cities across the U.S. to share ideas and experiences. The USDN website and organization offer many ways for members to interact: webinars, forums to ask for help with specific issues, and an annual meeting for members. Additionally, the USDN offers members the opportunity to get comments on their pending work that are not public; this privacy affords sustainability officers the chance to tweak and alter their work on the advice of professionals, without the influence of constituents (Urban Sustainability Director's Network, 2015).

Sustainable Cities Network

Created through Arizona State University's Julie Ann Wrigley Global Institute of Sustainability, the SCN "works with local communities to explore sustainable approaches to address challenges." Through the network, cities collaborate to make sustainability a "core value in city planning, policy, and operations." Members include many Arizona cities and

communities (Reichman, 2014).

Local Governments for Sustainability (ICLEI)

An international organization, ICLEI helps “build local government capacity on sustainability.” Through events and training, research and consulting, ICLEI brings together policy makers and stakeholders at all levels of government to reach their ultimate sustainability goals. The organization also connects government officials to one another to support ongoing and incubating policies (ICLEI, 2015).

C-40

C-40 dedicates its resources to helping cities address climate change through “creating and sharing knowledge.” Through partnerships with other institutions like the World Resources Institute and ICLEI, C-40 publishes helpful information that include “best practices” white papers along with research they fund. Recently, the organization has published research on urban watersheds, and a methodology for measuring cities’ greenhouse gas emissions. Cities apply to become members of the organization and work together to reduce greenhouse gas emissions. Membership is global and feature some of the world’s most innovative climate actors, like London, Sydney, and Caracas. U.S. members include Los Angeles, Seattle, San Francisco, Houston, Chicago, New York, and Boston (C40, 2015).

U.S. Conference of Mayors

Concerned with policies more broad than just climate change and sustainability, the U.S. Conference of Mayors is composed of cities whose populations exceed 30,000. Represented by their mayors, cities meet annually to share ideas and information, and to lobby the federal government for policy that meets “urban needs.” With regard to climate

policy, 1060 members have signed on to the group's "Climate Protection Agreement." Under this agreement, introduced in 2005 and gaining signees each year, cities commit to meet or beat the Kyoto Protocol, and lobby for state and federal action against climate change. The U.S. Conference of Mayors also published "best practices" from mayors leading successful climate action in their respective cities (The United States Conference of Mayors, 2015)

Municipal Climate Action Policies

Much of the literature I've encountered outlines the generic policy pathway most cities' initial climate actions follow. Based in small sample sizes and case studies, this literature (Bulkeley and Betsill, 2003; Saha, 2008; Betsill, 2001) offer some general, but likely not universal trends in municipal climate action.

Spurred often by neighboring mayors or state leadership, cities sign on to a Kyoto-inspired agreement that is non-binding, but encourages dramatic cuts in greenhouse gas emissions (Krause2010). Efforts to reduce greenhouse gas emissions typically fall into two categories: City Operations and Community (Saha, 2008). City operations include all buildings, parks, car fleets, and other assets controlled by the city whose emissions can be reduced through internal action and not necessarily approved by a city-wide vote. Examples of these policies would include installing more efficient lighting fixtures in city buildings or introducing hybrid, electric or biodiesel vehicles to the city's fleet. More difficult to create are community-wide climate action policy. Usually requiring the approval of citizens, examples of this category include mandatory curb-side recycling, or introducing better access to alternative transportation. Typically, cities first attempt to address "low-hanging fruit" first (Krause, 2010), which is why we so often witness cities addressing their own

operational emissions before trying to impose community-wide regulations. While this approach is often the simplest first step for a city, it also serves an important purpose in establishing community trust: by setting an example for their citizens by addressing their own wasteful behavior first, they create a viable arena in which to implement more stringent, community-wide policies in the future (Krause, 2010).

Policy Diffusion

A primary lens through which to consider climate policies' spread across U.S. cities, is policy diffusion. Policy diffusion is a political science term that is the "study of how ideas move from one jurisdiction to another" (Boushey, 2010). While my survey may not follow the experimental design used often to study diffusion, thinking of municipal climate policy in this light helps provide an existing theoretical framework to any results generated.

The literature for this topic comes primarily from one source: *Policy Diffusion Dynamics in America*. Though this text examines a different policy diffusion case study, the spread of anti-smoking measures, his core findings still seem applicable here: "positive feedback loops" are partially responsible for rapid policy changes, but they are not the sole impetuses. Some policies are spread more slowly, but just as broadly. These observations lead Boushey to conclude that there must be "two distinct policy-making processes... Incremental policy change happens through negative feedback loops, [while] sudden and dramatic policy change happens through positive feedback loops" (7). I will rely on Boushey's analysis to determine whether we witness, as I would hypothesize, a positive feedback loop in the case of municipal climate policy.

Central to the theory of policy diffusion is the observation that state and local governments are remarkably limited in resources. While some jurisdictions may prefer to

conduct a thorough analysis of what policy would fit them best, it is impractical to ignore the actions of neighbors and similar cities as important starting points. To compensate for their lack of resources, cities quite rationally mimic those policies that are already having a desired effect elsewhere. Governments, particularly democracies, must be particularly attuned to the policy issues that gain or lose favor with the public. By observing the policies implemented by leader cities, municipalities have the ability to anticipate which policy structure their constituents might soon favor. Finally, Boushey's analysis of which types of policies spread reveals some important lessons for municipal climate policy: namely that the "complexity, salience, cost, fragility, and target" characteristics of a policy greatly influence how "contagious" it becomes (174-5). With regard to climate policy, this observation could explain why so many cities have opted to pass broad, non-specific climate policies that do not contain the technical details to guide administrators.

In addition to Boushey's research, King and Mori (2007) contend that cities have only three options when selecting the right policy and policy tools: Innovation, Borrowing from domestic examples, or Emulating actions from other countries (30). While this paper seeks only to consider how American cities influence each other, this article endorses another, bigger arena of influence. Due to increased globalization, it is impossible to ignore the new, wider access cities have to their global peers. Perhaps further research could consider the effects of globalization on the diffusion of climate policy.

Municipal Water Fluoridation: A Parable

The United States' federal government system poses a unique challenge when trying to pinpoint the source and driver of policy diffusion. While it is unlikely that cities alone are responsible for the spread of local-level policy, this case provides an example that cities were primarily responsible for single policy's spread across the country. Diverging for a

moment from environmental issues to one of public health, I will briefly examine the history of water fluoridation in the United States.

The evidence at the time, though not widely known, was fairly convincing in its suggestion that fluoride could prevent cavities. Following a baseline study conducted in 1944, Grand Rapids, Michigan became the first municipality to artificially add fluoride to its water supply. Grand Rapids, and Newburgh, New York were on the cutting edge of this new public health solution, and it took some time before other municipalities joined in. Thanks to even newer data that provided more evidence in favor of fluoride, city after city began to add it artificially to their supply (Mullen, 2005). In 1951, the U.S. Public Health Service began to prod other communities to begin fluoridating too, and as of 2006, nearly 70 percent of the U.S. population receives fluoridated water (Lennon, 2006).

I include this abbreviated history for a few reasons: to show that although there is not extensive policy diffusion research at the local level, there are certainly some historical examples of its existence. Additionally, the fluoridation story demonstrates some of the key components of my hypothesis for the research at hand: that cities, their officials, and their residents were in contact with one other, opening channels of communication to share policy ideas and best practices; that federal encouragement helped reluctant cities implement such policies; and that strong scientific evidence spurred action in cities across the country. While the two subjects are not very similar, in science or in time period, I think that there is a valuable connection to be made between them, and it serves as a justification for my premise that policy can and does disseminate among cities.

Research Questions

The literature above suggests that climate action policy has spread rapidly across

American communities. Based on the previous research and the goals outlined in the introduction, the following research questions will be studied in this thesis:

- RQ1: Does inter-city or peer-to-peer communication explain the dissemination of municipal climate action?
- RQ2: What is the primary method of peer communication used by municipal sustainability coordinators?
- RQ3: How frequently, on average, do cities communicate with each other regarding climate action?
- RQ4: Which cities do others identify as leaders in climate action?
 - RQ4a: Are cities more likely to identify neighboring or regional peers as leaders instead of cities that are geographically further away?
- RQ5: Do cities that communicate more frequently feel more optimistic about the impact their city has on global climate change?
- RQ6: Are cities that communicate more frequently more familiar with the climate actions of other cities?
- RQ7: Does education level of municipal sustainability coordinators affect their optimism regarding their city's climate policy's global impact?
- RQ8: What other correlated relationships exist in the results of the survey?

Methods

This section will outline the study design and statistical analysis methods used in this thesis.

Study Design

To attempt to answer these research questions, a survey was sent out to 55 municipal employees across the country that illuminates the frequency and efficacy of existing communication between peers. Step one of my investigation involved identifying who, specifically, to contact. I am interested in the professional opinion of city administrators who

work directly in climate policy. What proved particularly difficult in the identification stage was the vast diversity of bureaucracy found from city to city. What's controlled by the public works department in one city is run by the city manager in another; thus, identifying specific people to contact under these conditions was a challenge. In order to cast the widest net possible, I identified criteria under which participants qualified:

- Participant must currently be on a city's payroll. (Many cities have volunteer citizen commissions or an equivalent in an advisory role, but I wanted to focus solely on official actions and perceptions of government employees.)
- The city in which the participant must include sustainability (however defined) as a policy priority.
- Participant must play an active role in the design, drafting, or codification of climate policy.
 - *Active* means either directly oversaw the writing of, or wrote him/herself the proposed and/or finalized climate policy.
- Participant must be available for contact over email. (My search for participants was conducted solely through internet searches of city officials.)
- Participant must work in a municipality found in the United States.

The cities I chose to contact were selected from a variety of sources. I sought only to include cities actively addressing climate change through policy, so those included must have had, at a minimum, a sustainability contact found on their official website. My initial search for participants came from lists of well-known sustainable cities found in both academic journal articles and popular media articles available online.

The process of finding eligible participants included researching which cities are or were members of recognized environmental policy groups like C-40 or the Urban Sustainability Directors' Network, then using those cities' websites to find current contact information for their sustainability employees. Additionally, I wanted to cast a net to cities who are not members of such networks. I divided the country into six geographic areas and selected 15 cities in each area that had at least one sustainability contact on their website.

The survey was distributed to a 50 participants, although it is possible (yet unlikely) that those contacts share this survey with other employees or personnel who they feel may also contribute to this study.

After my participants were selected, the online questionnaire included questions in the following categories:

- Demographic information
- Personal Experience in climate policy
- Perceptions of policy efficacy
- Peer-to-peer communication frequency and efficacy
- Government Structure
- Job Title
- Formal membership in climate action policy network

The survey was sent through a personalized email contact to each designated potential participant an explanation of my study, which explained why their participation was requested, and how the results would be used. A link in the survey email led the participants to the Qualtrics site. Qualtrics was also where the raw data was collected upon the survey's closure.

For the more specific questions, I followed the survey method protocol outlined in *Survey Methods and Practices*, a guidebook published in 2010 by the Canadian national government. From this book, I learned to carefully design my survey so that it would produce the best and most untarnished responses from my participants.

Statistical Analysis

In order to analyze the data, I created a correlation table in Microsoft Excel in which a correlation coefficient (cc) was generated to evaluate the correlation strength between any two questions on the survey (see the **Correlation Table** at the end of the results section for an excerpt of particularly relevant correlations). Based on a response number of 23 and a p-value of 0.05, in this study $df = 21$. Using a Pearson's r Correlation Table, I determined that

a correlation was significant only if $cc > 0.413$. I then collected all significant correlated relationships and included the most interesting and relevant in this document.

Results

This section reports on the results of the survey using the study's research questions as a framework to organize them. The summary provides a brief overview of all results, and the proceeding sections will include greater detail, charts, and figures.

Summary

The survey helped identify perceived sustainable city leaders, emphasized how important communication is between cities, and identified some of the media cities used to conduct this communication. Additionally, the results include the respondents' perceptions of how important climate action is for their government and their constituents. A correlation analysis of the data address the research questions, but this section will also include interesting results that weren't necessarily goals of the project but are nonetheless important to note.

Participant Demographics

Sent to 50 potential participants, 22 individuals completed the survey, and 1 participant completed 10 of the 20 questions. The response rate was very high at 46 percent.

Participants in the survey represented adequate geographic diversity, with most regions of

Chart i: Participation by State

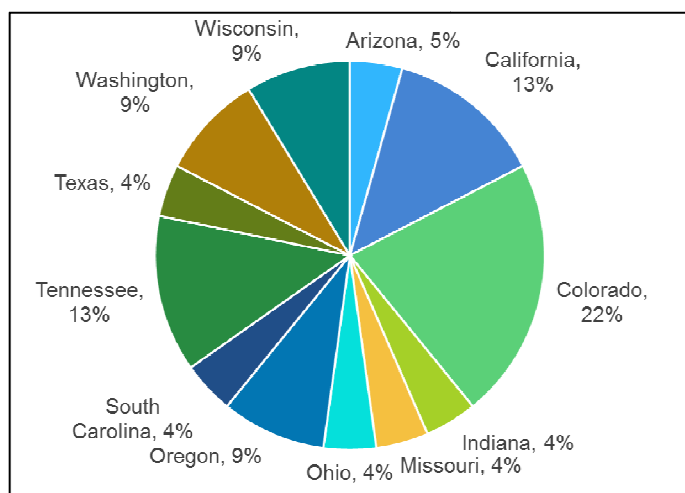
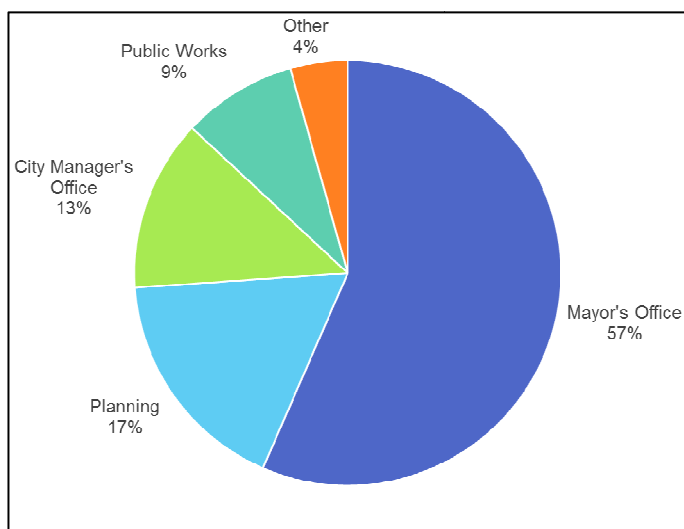


Chart ii: Department Housing Climate Actions



the U.S. well-represented (See **Chart i**). There were not, however, any participants from the East Coast, which was likely a result of the recruitment methods; many websites for very large municipalities (like those found in the Northeast) do not provide personal contact information for employees and any attempt to contact individuals was likely routed through a filter that limited access to the survey.

Along with geographic diversity, participants represented myriad city departments and job titles, which is consistent with existing literature that has found that

municipalities do not share the same structure with regards to climate action and sustainability (See **Chart ii**). **Table i** displays the 21 unique job titles reported in the survey.

Table i: Position or Job Title

| | | |
|--|--|--|
| 1. Organizational Development and Training Officer | 8. Sustainability Planner | 15. Climate Protection Program Manager |
| 2. Environmental Sustainability Policy Advisor | 9. Sustainability Projects Coordinator | 16. Chief Engineer |
| 3. Facilities and Sustainability Manager | 10. Climate Action Program Manager | 17. Sustainability Program Specialist |
| 4. Project Manager | 11. Sustainability Liaison | 18. Sustainability Strategist |
| 5. Program Coordinator | 12. Chief Environmental Officer | 19. Environmental Steward |
| 6. Sustainability Program Manager | 13. Principal Planner | 20. Sustainability Specialist |
| 7. Chief Sustainability Officer | 14. Director | 21. Director, Office of Sustainability |

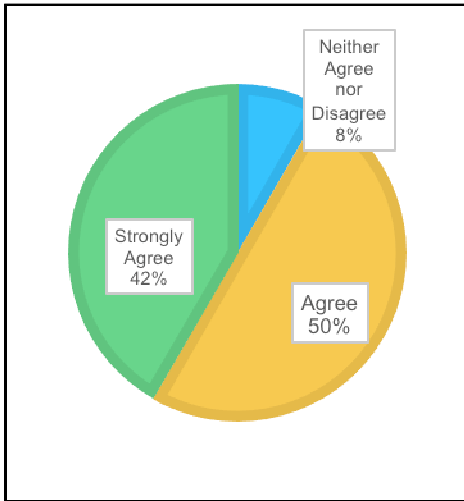
Results according to Research Question

RQ1: Does inter-city or peer-to-peer communication explain the dissemination of municipal climate action?

The data indicate that while peer-to-peer communication is common among survey participants (**Chart 1**), it is certainly not the only contributing factor to the policy design process. Chart 1 shows that at least 92 percent of participants *often* look to what other cities are doing with regards to Climate action, but there are no data to indicate that this

acknowledged outreach actually influences final policy design.

Chart 1: (Q12.1) *I often look to the climate actions of others to shape my own.*



Interestingly, the characteristic of looking to the Climate Actions of other cities (question 12.1) is very strongly correlated with membership in a formal network (question 12.3), where $cc = 0.885$. This correlation suggests that those who are members of formal groups tend to often look outside their city to learn about existing policies found in other cities. Again,

Table 1: *Communication*

| Question: | 12.8 | 12.9 |
|--------------------------|------------|------------|
| <i>Strongly Disagree</i> | 0 | 6 (27.3%) |
| <i>Disagree</i> | 0 | 10 (45.5%) |
| <i>Neither</i> | 5 (22.7%) | 5 (22.7%) |
| <i>Agree</i> | 13 (59.1%) | 1 (4.5%) |
| <i>Strongly agree</i> | 4 (18.2%) | 0 |

this correlation does not indicate that communication alone is the most significant contributor to the dissemination of climate action policies, but data indicate that cities are communicating.

Table 1 provides more quantitative evidence to support claims that cities (or their employees)

communicate with peers externally. Drawn from questions 12.8 and 12.9 (See **Appendix A**),

the table shows that 77.3 percent of participants report that they are often contacted by other cities that inquire about their climate actions. It also indicates that 72.8% of participants *disagree* with the statement, *I rarely reach out to other cities to share my city's climate action experiences*. Together, the results from each of these questions further indicate that a majority of those surveyed are communicating with one another about their climate action policies.

A limitation of the study is its exclusion of questions asking participants to rate the impact such communication has had on their own climate actions. Without this variable, it is difficult to connect communication directly with climate policy dissemination. Communication does not explain dissemination, but it could certainly still be a contributing factor.

Table 3: Frequency of Consultation

| Frequency | n | % of Respondents |
|----------------------------------|----|--|
| 1. <i>Never</i> | 0 | 0 |
| 2. <i>Less than once a month</i> | 1 | 4.3 |
| 3. <i>Once a month</i> | 3 | 13 |
| 4. <i>2-3 times per month</i> | 6 | 27 |
| 5. <i>Once a week</i> | 7 | 32 |
| 6. <i>2-3 times per week</i> | 4 | 18 |
| 7. <i>Daily</i> | 1 | 5 |
| <i>Total</i> | 22 | |
| <i>Average</i> | | 4.6 (between 2-3 times per month and weekly) |

RQ2: What is the primary method of peer communication used by municipal sustainability coordinators?

Survey Question 16 (See **Appendix A**)

Table 2: Communication Method Used

asked participants to select which communication methods they use to reach out to other cities. **Table 2** demonstrates that most participants use a variety of media and networking opportunities to familiarize themselves with the climate actions of other cities. Other methods written in my participants included USDN Membership (13.7%) and “Reading city plan and strategy documents.”

| Method Used | n | % of Respondents |
|----------------------|----|------------------|
| <i>Conferences</i> | 19 | 82.6 |
| <i>News Releases</i> | 16 | 69.6 |
| <i>Web</i> | 18 | 81.8 |
| <i>Networking</i> | 20 | 87.0 |

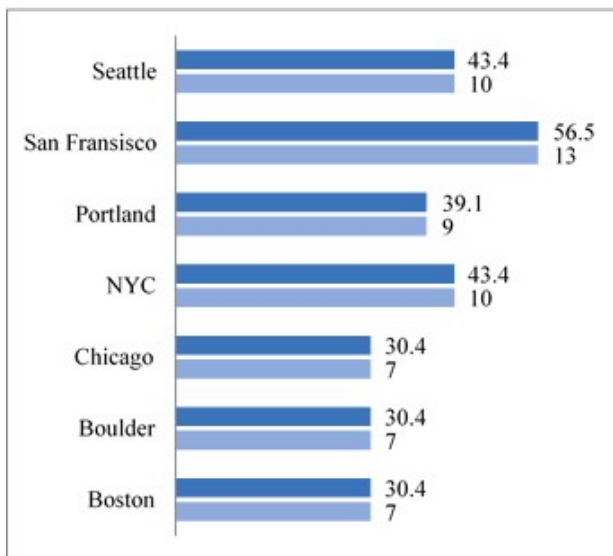
RQ3: How frequently, on average, do cities communicate with each other regarding climate action?

Addressed in **Table 1**, data indicate that participants generally participate often with peers regarding climate action. **Question 17 (Appendix A)** asks participants how often they consult their top source for finding information on the climate actions of other cities. On average, participants reported consulting this source between 2-3 times per month and once per week (Shown in **Table 3**). While Questions 12.8 and 12.9 do not specify what frequency is considered “often,” from the results of Question 17, we can infer that “often” likely translates to “multiple times per month.”

RQ4: Which cities do others identify as leaders in climate action?

Question 13 asked respondents

Chart 2: Leader Cities (% of total participants)



to list cities that they perceive to be leaders in climate action. The results of this survey were predictably broad, with 33 individual cities listed at least once.

Chart 2 displays cities that were most commonly included in responses. San Francisco was included 13 out of a possible 23 times, totaling 56%, while

Seattle was also a popular response, found on 43% of the surveys.

RQ4a: Are cities more likely to identify neighboring or regional peers as leaders instead of cities that are geographically further away?

Due to the wide range of responses for Question 13 (33 unique cities in the United States or abroad), it was not possible to draw any relationship between the home state of the

participant and the leader cities identified; however, **Question 12.5** generated responses on whether participants preferred to look first to the climate actions of neighboring cities before expanding their research to cities further away. Responses for this question ranged between “disagree” and “neutral” which indicates that generally, cities are open to looking beyond their neighbors. Based on these results, we can reject the hypothesis that cities identify regional and neighboring cities as climate action leaders more often than cities that are further away.

RQ5: Do cities that communicate more frequently feel more optimistic about the impact their city has on global climate change?

To address this questions, we must compare the relationships between several of the survey questions and test whether they are significant. As defined in RQ1 and RQ3, responses to **Questions 17, 12.8, and 12.9** measure communication frequency. To measure “optimism” regarding

participants’ individual impact on climate change, **Questions 11.5 and 11.7** are used. Question 11.5 asked participants to rate on a Likert Scale

Correlation 1: *Communication Frequency, Optimism, and Familiarity*

| <i>Significant cc > 0.413</i> | I feel that city-level climate action is NOT sufficient to meet national climate action goals (11.7) | I believe that my city’s climate action will have little to no global impact. (11.5) | How familiar are you with the climate actions of other cities? (15) |
|--|---|---|--|
| <i>Frequency of consulting top source (17)</i> | 0.140 (NS) | 0.359 (NS) | 0.055 (NS) |
| <i>Others often reach out to me (12.8)</i> | 0.480 | .0212 (NS) | 0.382 (NS) |
| <i>I rarely reach out (12.9)</i> | -0.034 (NS) | 0.197 (NS) | 0.534 |

(strongly disagree to strongly agree) the statement, *I feel that city-level climate action is NOT sufficient to meet national climate action goals*. Question 11.7 uses the same scale to evaluate *I believe that my city’s climate actions will have little to no global impact*.

A correlation analysis of these characteristics (specifics outlined in Methods section),

reveal that generally, frequent communication and optimism do not tend to correlate significantly. Displayed in **Correlation 1**, the correlation coefficients do not reach the threshold of significance, with the exception of one relationship. Data indicate that those participants who experience frequent contact from other cities tend to feel less optimistic about the ability of city-level climate action to meet national climate action goals. This relationship is particularly interesting because we might have expected to see that increased communication would lead to more optimism because it may create a sense of cooperative and collaborative climate action. It is possible, however, that communication does not spur optimism because cities reach out when they face problems: A potential hypothesis to explain this relationship is that the type of communication conducted (a factor not included in this study) distorts perceptions of the potential impact of municipal climate actions. Though difficult to pinpoint in a study of this size, communication that focuses on problems rather than successes could certainly lower optimism.

RQ6: Are cities that communicate more frequently more familiar with the climate actions of other cities?

Question 15 asked participants to evaluate how familiar they are with the climate actions of other cities (ranging from *Very Familiar*, *Somewhat Familiar*, and *Not Familiar*). Out of 22 responses to the question, the results were split evenly between *Familiar* and *Very Familiar*. These data demonstrate that cities are generally knowledgeable about the policies of others, which is consistent with findings included in the literature review.

Returning to **Correlation 1**, data show that the only significant correlation exists between familiarity and rarely reaching out to others; those who rate themselves as rarely reaching out to other cities tend to also rate themselves as being more familiar with the

climate actions of others. This finding is interesting because it could indicate that direct communication between cities isn't the best way to learn about municipal climate actions. Of course, since this study only offers correlations, not causations, we cannot say that those who are already familiar with the climate actions of others do not need to reach out, and thus rarely do, but it is a possible explanation for this phenomenon in the data.

RQ7: Does education level of municipal sustainability coordinators effect their optimism regarding their city's climate policy's global impact?

To analyze this question, **Questions 11.5, 11.7, and 19** are compared. Using the same definition of "optimism" used for RQ5, **Correlation 2** displays the correlation coefficients for these relationships. Intriguingly, each relationship is significantly correlated, meaning that those who have received more education tend to feel less optimistic about both the ability of municipal climate action to meet national goals and the global impact of their city's actions. Since these are not causal relationships, we can only hypothesize that increased education leads to lower optimism.

Correlation 2: Education and Optimism

| <i>Significant cc > 0.413</i> | I feel that city-level climate action is NOT sufficient to meet national climate action goals (11.7) | I believe that my city's climate action will have little to no global impact. (11.5) |
|--------------------------------------|---|---|
| 19. Education | 0.502 | 0.567 |

RQ8: What other correlated relationships exist in the results of the survey?

In addition to the results already discusses, this survey produced quite a few other significant correlations that were not included in the initial goals of the project. The following correlations have been reproduced in the **Correlation Table** at the end of the results section. For a complete table of all correlation coefficients, see **Appendix B**.

1. Climate Change Prioritization is very highly correlated with several interesting communication characteristics.

Some of the most significantly correlated relationships exist between *Climate Change mitigation is a priority in my city government (Question 11.1)* and *Climate change is well-funded in My City (11.6)*, *I sense community support for climate action (11.3)*, *I am a member of a formal network (12.2)*, *Other cities reach out to me (12.8)*, and *My city partners with neighbors to align climate action goals (12.10)*. While it is probably safe to assume that cities in which climate change mitigation is a priority would also have higher levels of funding and community support, it is interesting to note that they also tend to be more active communicators with other cities. While this study did not specifically address what motivates inter-city communication, it is interesting to note that cities in which climate change is a policy priority tend to experience more contact from others. It is possible that cities lacking similar institutional capacity of community support experienced by others seek out “leader cities” for support and guidance. It is also important to note that cities that experience more community support tend to align their climate action policies in a partnership with their neighbors. This finding could indicate that cities in which climate action is a very high priority in government and the community generally are actually helping to spread climate mitigation to their neighboring municipalities. It is possible that diffusion occurs regionally, with the major climate actors leading its extension into other cities that may not initially share the same motivations.

2. Education level is significantly correlated with a few interesting communication characteristics.

Respondents who reported higher levels of education tend to be more active communicators. They were more likely to respond strongly to *I often look to the climate*

actions of other cities to shape my own (11.3) and I network to familiarize myself with the climate actions of others (16.4). Here, we see that education tends to change the communication method used: while it is easy and fast to examine the published climate actions of other cities by searching on their websites, those with more education tend to meet in person with other city officials to learn about the policies themselves in addition to the process of designing and implementing such policies.

3. Those who rate themselves as more familiar with the climate actions of others (15) tend to reach out less to others (12.9) and believe that a formal communication network would not be helpful (12.3).

Here, the results indicate that it is possible to feel very familiar with the climate actions of others without communicating often. This result could demonstrate that while communication networks and opportunities have been influential in shaping the ways municipal employees reach out to each other, there may not be evidence to suggest that it is the only way climate action policy spreads. Respondents signal that they are able to look at the climate actions of others and learn from the documents alone, without necessarily speaking to the people who designed them.

Correlation Table: Significant Correlations (cc > .413)

| <i>Independent ↓ Dependent →</i> | 8. Climate action plan in Comprehensive Plan | 11.1 Climate change is a priority in my city | 11.3 I sense community support for my city's C.A. | 12.1 I look to the C.A.s of other cities to shape my own | 12.2 I am a member of a formal network | 12.3. A formal network would NOT be helpful | 12.5. I prefer to look to the climate actions of neighbors. | 12.7. I wish I communicated more with other cities. | 12.8. Other cities often reach out to me. | 12.9. I rarely reach out to others to share my experiences | 12.10. My city partners with neighbors to align C.A. policy. | 16.4. I use networking to familiarize myself with C.A.s. | 17. How often do you consult your top source for C.A. policy? | 18. Training in resource management? |
|--|--|--|---|--|--|---|---|---|---|--|--|--|---|--------------------------------------|
| 11.3. I sense community support for my city's climate action. | -0.414 | 0.764 | 1 | - | - | - | - | - | - | - | - | - | - | - |
| 11.6. Climate action is well-funded in my city. | NS | 0.710 | 0.511 | - | - | - | - | - | - | - | - | - | - | - |
| 12.2. I am a member of a formal network | NS | 0.720 | 0.679 | .884 | 1 | - | - | - | - | - | - | - | - | - |
| 12.6 Communication is not important | NS | NS | NS | NS | NS | 0.822 | - | - | - | - | - | - | - | - |
| 12.8. Other cities reach out to me. | NS | 0.776 | 0.757 | 0.782 | 0.785 | NS | 0.433 | 0.582 | 1 | - | - | - | - | - |
| 12.10. My city partners with neighbors to align climate action goals | -0.526 | 0.711 | 0.727 | 0.712 | 0.681 | NS | 0.452 | NS | 0.680 | NS | 1 | - | - | - |
| 14.1. I am a member of the USDN. | NS | NS | NS | NS | 0.447 | NS | NS | NS | 0.465 | NS | NS | - | - | - |
| 15. Familiarity with the climate actions of other cities. | NS | NS | NS | 0.436 | NS | 0.493 | 0.564 | NS | NS | 0.534 | 0.509 | - | - | - |
| 16.1. I attend conferences to familiarize myself with the C.A.s of others. | NS | .462 | NS | 0.579 | .752 | NS | NS | .0494 | .0465 | NS | .446 | - | - | - |
| 16.4 I network to familiarize myself with the C.A.s of other cities | NS | 0.525 | 0.477 | 0.641 | 0.807 | NS | NS | 0.536 | 0.550 | NS | NS | 1 | - | - |
| 17. How often do you consult your top source for C.A. policy? | NS | 0.519 | 0.566 | 0.554 | 0.590 | NS | NS | NS | 0.625 | NS | 0.546 | NS | 1 | - |
| 19. Highest level of education | NS | 0.544 | 0.592 | 0.680 | NS | NS | NS | NS | 0.590 | NS | 0.716 | 0.453 | 0.624 | 0.507 |

How to use this chart: A correlation matrix assigns a correlation coefficient (cc) to each relationship between dependent and independent characteristics. The cc is always $0 < cc < 1$, and the closer cc is to 1, the stronger the correlation of the relationship. A negative correlation means that as one characteristic increases, the other decreases. For the correlation to be significant in this project, cc must be greater than 0.413 (df = 21, p= 0.05). All cc on this chart are significant, and those that have been highlighted in orange are especially strongly correlated (p= 0.01).

For a complete table of all correlations, please go to **Appendix B**.

Discussion and Analysis

A flaw in this study design is that it can only correlate relationships, but not define a causal relationship. As such, I can only further hypothesize why certain characteristics are significantly correlated. Literature regarding the analysis of Likert Scale data, however, indicates that further statistical analysis in the form of *ANNOVA* or regressions may incorrectly evaluate these relationships: since Likert Scales are ordinal, a parametric statistical test may skew the data (Norman, 2010). Given the academic uncertainty of analyze surveys like the one used in this study, I am comfortable with the less satisfying, but potentially more accurate correlation analysis method.

On a broader level, I would also like to point out that the respondents' relative enthusiasm in replying to the survey reflect their general willingness to reach out to other cities, and that communication is important to their process. Nearly 50 percent of those I contacted responded, which is a much higher response rate than I expected, given the background research conducted on survey design. I also received a few e-mails from participants who were very interested to see the results of the survey. The participation and genuine interest from actual city officials validated to me that this research is worth conducting, and that there is a real opportunity to broaden and fine-tune the research that will better address communication and its impacts.

Conclusions and Recommendations

As cities and their policy makers design goals for the future, it is important to keep in mind the potential benefits and costs of simply following the lead of more innovative cities. While there are many positive results of the observed casual coordination of city climate policy, there is a distinct set of possible negative effects of what I'll call an "urban

sustainability hivemind.” I posit that there is a definite range of policies that city officials deem both plausible and appropriate for their cities. The most obvious pitfall of many cities implementing very similar climate policy is that the accepted or normative range of policies does not include those that are ultimately sufficient and necessary to prevent potential environmental catastrophe. Worse, of course, is the possibility that a political “domino effect” leads cities to implement bad policy. Risk-averse cities are unlikely to implement untested but potentially innovative policy, which given the scope of climate change’s potential impacts, may be ultimately necessary. Further research should examine whether the most popular climate action policies enacted by U.S. municipal governments will actually make an impact on global climate change and then investigate some of the more novel or ground-breaking policies found in the U.S. and globally.

It would also be useful to examine inter-city communication as technological improvements have made it much easier to conduct. Does a city’s technological infrastructure change its ability to communicate or its frequency?

While this study did broaden some of the existing knowledge on inter-city communication, further investigation would do well to ask more about what motivates such communication. A key assumption of this study’s survey was that cities either reach out to others in search of advice or help, or because they feel they have useful knowledge to share. It would be interesting to better pinpoint a more precise array of motivations; perhaps communication happens simply because it is a requirement of membership to a formal network, or because high-level city officials request it. From this information, further research may be able to connect the cause of communication with its ultimate effect.

The root motivation of this project was to determine whether communication

explains dissemination. The results generated were insufficient to answer this question, but further research that includes a more profound examination into communication motivations, the impact communication has on actual policy, and the ultimate efficacy of municipal climate policy could better explain the influence of communication and perhaps generate an opportunity to create a new formal network based on the results.

Finally, this study, although titled “PoliSee, PoliDo,” did not specifically identify whether communication between cities really changes the ultimate policies proposed. It did indicate that communication exists, and that cities look to their peers in search of solutions to similar problems, but further research that examines the impact of this outward observation would be beneficial to policy scholars and perhaps to cities themselves.

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Appendix A: Survey (6 Pages)

1 Do you agree to participate in this survey?

☐ Yes (1)

☐ No (2)

If No Is Selected, Then Skip To End of Survey

2 In which state do you currently work?

3 Does your city take government action to address issues of sustainability and/or climate change such as reducing greenhouse gas emissions, promoting alternative transportation, mandating commercial recycling, etc.?

☐ Yes (1)

☐ No (2)

4 Do you currently work for a city government?

☐ Yes (1)

☐ No (2)

5 What is your position or job title?

6 In which city department do you work?

7 Please indicate which city department oversees yours.

☐ Mayor's Office (1)

☐ Planning (2)

☐ City Manager's (3)

☐ Public Works (4)

☐ Community Resources (5)

☐ Public Health (6)

☐ Transportation (7)

☐ Parks and Recreation (8)

☐ Open Space (9)

☐ Other (please describe) (10) _____

8 Is climate change mitigation or environmental sustainability included in your city's Comprehensive Plan or other development and planning document?

- ☐ Yes (1)
- ☐ No (2)
- ☐ My city doesn't have a Comprehensive Plan or other development and planning document. (3)
- ☐ We are currently writing our Comprehensive Plan or other development and planning document. (4)
- ☐ I don't know. (5)

Answer If Is climate change mitigation or environmental sustainability included in your city's Comprehensive Plan? We are currently writing our Comprehensive Plan. Is Selected

9 If you are currently writing your city's Comprehensive Plan, how likely are you to include climate action or environmental sustainability in the final product?

- ☐ Very Unlikely (1)
- ☐ Unlikely (2)
- ☐ Somewhat Unlikely (3)
- ☐ Undecided (4)
- ☐ Somewhat Likely (5)
- ☐ Likely (6)
- ☐ Very Likely (7)

10 Does your city have a Climate Action or Sustainability Plan?

- ☐ Yes (1)
- ☐ No (2)
- ☐ We are currently creating a Climate Action or Sustainability Plan. (3)

11 Please evaluate your dis/agreement with each of the following statements.

| | Strongly Disagree (1) | Disagree (2) | Neither Agree nor Disagree (3) | Agree (4) | Strongly Agree (5) |
|--|--------------------------|-----------------------|--------------------------------------|-----------------------|-----------------------|
| Climate change mitigation is a priority in my city government. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My city is taking weak action to address climate change. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I sense community support for our climate action(s). (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel that our climate change mitigation strategies are in danger of repeal or loss of funding if city council changes. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I believe that the climate change mitigation steps my city is making will have a little to no impact globally. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Climate change mitigation is well-funded in my city. (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel that city-level climate action is NOT sufficient to meet national climate action goals. (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

12 Please evaluate your dis/agreement with the following statements.

| | Strongly Disagree (1) | Disagree (2) | Neither Agree nor Disagree (3) | Agree (4) | Strongly Agree (5) |
|--|--------------------------|-----------------------|--------------------------------------|-----------------------|-----------------------|
| I often look to the climate actions of other cities to shape my own. (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am a member of a formal network in which I communicate with other cities regarding climate action. (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I DO NOT think that a formal network facilitating climate action communication strategies between cities would be helpful for my city. (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I DO NOT know of "leader" cities with regards to climate action. (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I prefer to look to the actions of neighbors rather than cities that are far away. (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I DO NOT think it is important to communicate with other cities regarding climate change mitigation. (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I wish I communicated more with other cities regarding climate change | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| mitigation strategies. (7) | | | | | |
| Other cities often reach out to me to ask about my city's climate actions. (8) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I rarely reach out to other cities to share my experiences regarding climate action. (9) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My city often partners with neighbors to align climate change mitigation strategies. (10) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

13 Please list cities that you perceive as leaders in climate action.

14 Please list any sustainable city networks in which your city participates or has a membership (if none, skip to next question).

15 How familiar are you with the actions of other cities regarding climate change?

- ☐ Very familiar (1)
- ☐ Somewhat familiar (2)
- ☐ Not familiar (3)

16 How do you familiarize yourself with the climate actions of other cities? (Select all that apply)

- ☐ Conferences (1)
- ☐ News releases (2)
- ☐ Websites of other city governments (3)
- ☐ Networking (4)
- ☐ Other (Please describe): (5) _____

17 Thinking of your top choice for the previous question, how often do you consult this source?

- ☐ Never (1)
- ☐ Less than Once a Month (2)
- ☐ Once a Month (3)
- ☐ 2-3 Times a Month (4)
- ☐ Once a Week (5)
- ☐ 2-3 Times a Week (6)
- ☐ Daily (7)

18 Have you been formally trained in resource management?

- ☐ Yes (1)
- ☐ No (2)

19 What is the highest level of education you have completed?

- ☐ Less than High School (1)
- ☐ High School / GED (2)
- ☐ Some College (3)
- ☐ 2-year College Degree (4)
- ☐ 4-year College Degree (5)
- ☐ Masters Degree (6)
- ☐ Doctoral Degree (7)
- ☐ Professional Degree (JD, MD) (8)

20 Have you been formally trained in environmental sciences or environmental studies?

- ☐ Yes (1)
- ☐ No (2)

Answer If Have you been formally trained in resource management? No Is Selected Or
Have you been formally trained in environmental sciences or environmental studies? No Is
Selected

21 How did you learn about sustainability?

22 Thank you for participating in this survey! Please include any additional comments about your city's climate actions or your communication between cities here.

Appendix B: Master Correlation Table (6 Pages); Significant Correlations are highlighted yellow.

| | 1. Agree | 2. State | 3. City Action | 4. Eligibility | 5. Job Title | 6. City Department | 7. Overseeing Dep | 8. CC in CP | 9. Likelihood of Inclusion | 10. CAP? | 11.1: CC Priority | 11.2: Weak action | 11.3: Community Support | 11.4: Danger of Repeal |
|------------------------------------|----------|--------------|----------------|----------------|--------------|--------------------|-------------------|--------------|----------------------------|--------------|-------------------|-------------------|-------------------------|------------------------|
| 1. Agree | 1 | | | | | | | | | | | | | |
| 2. State | #DIV/0! | 1 | | | | | | | | | | | | |
| 3. City Action | #DIV/0! | #DIV/0! | 1 | | | | | | | | | | | |
| 4. Eligibility | #DIV/0! | #DIV/0! | #DIV/0! | 1 | | | | | | | | | | |
| 5. Job Title | #DIV/0! | -0.199675925 | #DIV/0! | #DIV/0! | 1 | | | | | | | | | |
| 6. City Department | #DIV/0! | -0.322209425 | #DIV/0! | #DIV/0! | 0.654939385 | 1 | | | | | | | | |
| 7. Overseeing Dep | #DIV/0! | -0.198532309 | #DIV/0! | #DIV/0! | 0.273997746 | 0.437183145 | 1 | | | | | | | |
| 8. CC in CP | #DIV/0! | -0.498332286 | #DIV/0! | #DIV/0! | 0.274388242 | 0.24334441 | 0.254556981 | 1 | | | | | | |
| 9. Likelihood of Inclusion | #DIV/0! | -0.377064554 | #DIV/0! | #DIV/0! | 0.131013982 | 0.08212715 | -0.178289036 | 0.743334246 | 1 | | | | | |
| 10. CAP? | #DIV/0! | -0.435711343 | #DIV/0! | #DIV/0! | -0.030691633 | 0.225740208 | -0.124870657 | 0.433860916 | 0.634823027 | 1 | | | | |
| 11.1: CC Priority | #DIV/0! | -0.028873152 | #DIV/0! | #DIV/0! | -0.05128651 | 0.22289008 | 0.079046735 | -0.216156968 | -0.393373896 | 0.014067309 | 1 | | | |
| 11.2: Weak action | #DIV/0! | -0.054330848 | #DIV/0! | #DIV/0! | -0.4146004 | -0.054989718 | -0.121089962 | -0.177046365 | -0.047484495 | 0.252160173 | 0.131753702 | 1 | | |
| 11.3: Community Support | #DIV/0! | 0.048336981 | #DIV/0! | #DIV/0! | -0.08934555 | 0.143894962 | -0.096904413 | -0.41477438 | -0.342752871 | 0.071477212 | 0.764173939 | 0.284517075 | 1 | |
| 11.4: Danger of Repeal | #DIV/0! | -0.008913556 | #DIV/0! | #DIV/0! | -0.1009484 | 0.256442595 | 0.10248746 | -0.083087874 | 0.047300147 | 0.418371512 | 0.049735448 | 0.48874446 | 0.368956755 | 1 |
| 11.5: Little Global Impact | #DIV/0! | -0.049117484 | #DIV/0! | #DIV/0! | 0.014831145 | 0.446569552 | 0.3501125 | -0.073454846 | -0.423948601 | -0.18399455 | 0.281845516 | 0.118755082 | 0.154898601 | 0.097580447 |
| 11.6: Well Funded | #DIV/0! | 0.403213948 | #DIV/0! | #DIV/0! | -0.189108527 | -0.178453802 | -0.106842499 | -0.226263222 | -0.375465718 | -0.153573779 | 0.710041542 | 0.152134678 | 0.51079759 | -0.209946584 |
| 11.7: Not Sufficient for Nat goals | #DIV/0! | 0.064761396 | #DIV/0! | #DIV/0! | -0.109005305 | 0.130621752 | -0.226532506 | -0.267912148 | -0.261750617 | -0.075420701 | 0.340570184 | 0.31685508 | 0.540164315 | 0.070662898 |
| 12.1: Look to others | #DIV/0! | 0.078241572 | #DIV/0! | #DIV/0! | -0.13567541 | 0.21464677 | 0.0170085 | -0.337543353 | -0.357665459 | 0.211880575 | 0.722792959 | 0.327722569 | 0.781463052 | 0.447593798 |
| 12.2: Formal Network | #DIV/0! | -0.156250124 | #DIV/0! | #DIV/0! | 0.020287097 | 0.438443127 | 0.14058721 | -0.182307297 | -0.317455837 | 0.224105364 | 0.720184682 | 0.304080026 | 0.679181289 | 0.427859341 |
| 12.3: Formal Network NOT helpful | #DIV/0! | 0.25317559 | #DIV/0! | #DIV/0! | -0.007921124 | 0.047277127 | 0.102341631 | -0.446924137 | -0.407117131 | -0.236580112 | 0.02218697 | 0.283366389 | 0.060876312 | 0.189592388 |
| 12.4 Don't Know Leader Cities | #DIV/0! | 0.262859136 | #DIV/0! | #DIV/0! | -0.169864095 | -0.093678752 | 0.029541914 | -0.446924137 | -0.407117131 | -0.236580112 | 0.02218697 | 0.234363178 | 0.060876312 | 0.253719225 |
| 12.5 Neighbors 1st | #DIV/0! | 0.101338514 | #DIV/0! | #DIV/0! | -0.220010811 | -0.09480118 | 0.043086668 | -0.436636302 | -0.371714303 | -0.024397502 | 0.054913151 | 0.337485437 | 0.311105589 | 0.548602112 |
| 12.6 Com NOT Important | #DIV/0! | 0.331520827 | #DIV/0! | #DIV/0! | -0.089060731 | -0.079733679 | -0.131674914 | -0.379877943 | -0.404709126 | -0.212798071 | 0.077331985 | 0.265900491 | 0.043095603 | 0.040752551 |
| 12.7 Wish Com More | #DIV/0! | -0.039697282 | #DIV/0! | #DIV/0! | -0.078768472 | 0.378047485 | 0.112345525 | -0.078228162 | -0.173518938 | 0.293642835 | 0.439165488 | 0.157276093 | 0.368224055 | 0.284134623 |
| 12.8: Others to Me | #DIV/0! | 0.105410439 | #DIV/0! | #DIV/0! | -0.089083718 | 0.12406218 | -0.027250117 | -0.238832574 | -0.276389964 | 0.082572282 | 0.775928633 | 0.226061359 | 0.757034552 | 0.291937104 |
| 12.9 Rare reach out | #DIV/0! | 0.298510247 | #DIV/0! | #DIV/0! | -0.456455328 | -0.196312297 | 0.028124426 | -0.593492094 | -0.541058816 | -0.123654842 | 0.078277089 | 0.40423714 | 0.031818612 | 0.26668339 |
| 12.10: Partnership | #DIV/0! | 0.096931914 | #DIV/0! | #DIV/0! | -0.397785038 | -0.056360238 | -0.091267168 | -0.526256963 | -0.514373133 | -0.042304954 | 0.711164555 | 0.545763295 | 0.727233567 | 0.366447972 |
| Asheville | #DIV/0! | -0.056367033 | #DIV/0! | #DIV/0! | -0.024455679 | 0.095097374 | -0.181230906 | 0.221469606 | 0.385650054 | 0.338648106 | -0.246600202 | 0.242187631 | 0.056954406 | 0.549350266 |
| Austin | #DIV/0! | 0.341984464 | #DIV/0! | #DIV/0! | 0.16182861 | -0.072162853 | -0.124870657 | -0.189814151 | -0.149524432 | -0.15 | -0.09378206 | 0.045028602 | 0.181075604 | 0.282842712 |
| Baltimore | #DIV/0! | 0.375780219 | #DIV/0! | #DIV/0! | -0.15229218 | -0.108366775 | -0.181230906 | -0.151247535 | -0.119143919 | -0.119522861 | 0.140113751 | -0.252951526 | 0.187949539 | -0.260589229 |
| Berkeley | #DIV/0! | -0.247361857 | #DIV/0! | #DIV/0! | -0.016895188 | 0.030557187 | -0.040506931 | -0.104489251 | -0.082310491 | -0.082572282 | 0.18585117 | -0.089234747 | 0.220342697 | -0.068118658 |
| Blacksburg | #DIV/0! | 0.19201158 | #DIV/0! | #DIV/0! | 0.230388926 | -0.110005874 | -0.125203241 | -0.104489251 | -0.082310491 | -0.082572282 | 0.18585117 | -0.260268012 | 0.220342697 | -0.068118658 |
| Boston | #DIV/0! | -0.043418386 | #DIV/0! | #DIV/0! | 0.057181028 | 0.281694935 | -0.125669448 | -0.019847105 | 0.053760333 | 0.024397502 | 0.339775125 | 0.02636605 | 0.202288387 | -0.012938729 |
| Boulder | #DIV/0! | -0.273101651 | #DIV/0! | #DIV/0! | 0.182434707 | 0.157099099 | -0.200744703 | 0.132314031 | 0.318712975 | 0.304968773 | -0.133850807 | -0.201041129 | -0.038365039 | -0.211332578 |
| Burlington | #DIV/0! | -0.341747294 | #DIV/0! | #DIV/0! | -0.20342678 | -0.057500738 | -0.119932217 | -0.151247535 | -0.119143919 | 0.338648106 | 0.0112091 | 0.118402842 | 0.056954406 | 0.225374468 |
| Chicago | #DIV/0! | 0.156306191 | #DIV/0! | #DIV/0! | 0.041524318 | -0.060943616 | 0.099556316 | -0.019847105 | -0.255361582 | 0.024397502 | 0.024024504 | -0.352645915 | -0.279018465 | -0.112135653 |
| Denver | #DIV/0! | 0.031361214 | #DIV/0! | #DIV/0! | 0.514828916 | 0.330456255 | 0.322945177 | 0.144560827 | -0.177141259 | -0.177704663 | 0.208318867 | -0.284063637 | -0.012701834 | -0.026178369 |
| Ft. Collins | #DIV/0! | -0.366208459 | #DIV/0! | #DIV/0! | 0.205650024 | 0.298561524 | 0.063968349 | -0.151247535 | -0.119143919 | 0.338648106 | 0.0112091 | 0.242187631 | 0.056954406 | 0.063386569 |
| Houston | #DIV/0! | -0.42888945 | #DIV/0! | #DIV/0! | -0.28738529 | -0.072162853 | -0.17615682 | 0.225969227 | 0.212482087 | 0.233333333 | 0.014067309 | 0.355725958 | -0.03812218 | 0.011785113 |
| Knoxville | #DIV/0! | -0.247361857 | #DIV/0! | #DIV/0! | 0.195062624 | 0.311683309 | -0.125203241 | 0.410493486 | 0.615126215 | 0.550481883 | 0.007743799 | 0.081798518 | 0.03934691 | 0.379518235 |
| London | #DIV/0! | -0.134702001 | #DIV/0! | #DIV/0! | 0.159736322 | -0.250568935 | -0.125203241 | 0.410493486 | 0.5159236 | -0.082572282 | -0.704685685 | -0.431301277 | -0.684636237 | -0.515755551 |
| Los Angeles | #DIV/0! | -0.341747294 | #DIV/0! | #DIV/0! | -0.228994081 | -0.108366775 | -0.181230906 | -0.027008488 | -0.119143919 | -0.119522861 | 0.0112091 | 0.242187631 | -0.074040727 | -0.09860133 |
| Miami | #DIV/0! | 0.19201158 | #DIV/0! | #DIV/0! | -0.228853 | -0.039724343 | -0.125203241 | -0.104489251 | -0.082310491 | -0.082572282 | 0.18585117 | 0.252831783 | 0.03934691 | 0.155699789 |
| Minneapolis/St. Paul | #DIV/0! | 0.110159557 | #DIV/0! | #DIV/0! | -0.169405984 | 0.065762439 | -0.178313288 | 0.052202521 | 0.198118513 | 0.162895941 | 0.208318867 | -0.008001793 | 0.084678893 | 0.214662628 |
| Montpelier | #DIV/0! | 0.124415667 | #DIV/0! | #DIV/0! | -0.05221249 | 0.10083871 | 0.637063551 | -0.104489251 | -0.082310491 | -0.082572282 | -0.170363572 | 0.081798518 | -0.141648877 | 0.155699789 |
| NYC | #DIV/0! | -0.160194702 | #DIV/0! | #DIV/0! | 0.308339971 | 0.096792958 | 0.112100626 | 0.276328547 | 0.153263841 | -0.079259392 | -0.187951473 | -0.156013648 | -0.135965769 | -0.096076892 |
| Orlando | #DIV/0! | -0.056367033 | #DIV/0! | #DIV/0! | -0.024455679 | 0.095097374 | -0.181230906 | 0.221469606 | 0.385650054 | 0.338648106 | -0.246600202 | 0.242187631 | 0.056954406 | 0.549350266 |
| Palo Alto | #DIV/0! | -0.247361857 | #DIV/0! | #DIV/0! | -0.158200396 | -0.250568935 | -0.104489251 | -0.104489251 | -0.082310491 | -0.082572282 | 0.18585117 | -0.089234747 | 0.220342697 | -0.068118658 |
| Philadelphia | #DIV/0! | -0.366412574 | #DIV/0! | #DIV/0! | -0.146560769 | 0.04079127 | -0.14201079 | 0.08181365 | 0.092100106 | 0.421856567 | 0.019143183 | 0.371333568 | 0.007781453 | 0.163582576 |
| Portland | #DIV/0! | 0.420814342 | #DIV/0! | #DIV/0! | 0.231688037 | 0.056181343 | 0.095401326 | -0.17764282 | -0.059736751 | -0.310529502 | -0.119724174 | -0.121183482 | -0.07891834 | -0.349697526 |
| SLC | #DIV/0! | 0.104098146 | #DIV/0! | #DIV/0! | -0.074373559 | 0.25482293 | -0.132744337 | -0.224872398 | -0.177141259 | 0.162895941 | 0.304145546 | -0.100022408 | 0.182059819 | -0.026178369 |
| San Diego | #DIV/0! | 0.19201158 | #DIV/0! | #DIV/0! | 0.230388926 | -0.110005874 | -0.125203241 | -0.104489251 | -0.082310491 | -0.082572282 | 0.18585117 | -0.260268012 | 0.220342697 | -0.068118658 |
| San Francisco | #DIV/0! | 0.104579937 | #DIV/0! | #DIV/0! | 0.171229779 | 0.07680136 | 0.062109806 | -0.276328547 | -0.194233008 | -0.441588043 | 0.041413036 | -0.05506364 | -0.012949121 | -0.36429155 |
| San Jose | #DIV/0! | 0.188244619 | #DIV/0! | #DIV/0! | -0.20342678 | -0.108366775 | -0.058633529 | -0.151247535 | -0.119143919 | -0.119522861 | 0.140113751 | -0.252951526 | 0.056954406 | -0.09860133 |
| Seattle | #DIV/0! | 0.530355289 | #DIV/0! | #DIV/0! | 0.003159221 | 0.042416453 | 0.125705141 | -0.217992521 | -0.051681993 | -0.079259392 | 0.1051254 | 0.05506364 | 0.012949121 | 0.272217861 |
| WDC | #DIV/0! | -0.01077616 | #DIV/0! | #DIV/0! | 0.053757416 | 0.241401779 | 0.044189379 | -0.104489251 | -0.082310491 | -0.082572282 | 0.18585117 | -0.260268012 | 0.03934691 | -0.068118658 |
| 14.1: FM USDN | #DIV/0! | -0.2435106 | #DIV/0! | #DIV/0! | 0.245432084 | 0.312371584 | -0.140669372 | -0.052202521 | -0.145509974 | 0.177704663 | 0.366641206 | 0.100022408 | 0.40222474 | 0.146598868 |
| 14.2: ICLEI | #DIV/0! | 0.273559516 | #DIV/0! | #DIV/0! | -0.205668689 | -0.350545236 | -0.354791358 | -0.399152865 | -0.369634289 | -0.370809924 | 0.180199378 | -0.12143311 | 0.102805176 | -0.214529083 |
| 14.3: Other | #DIV/0! | 0.221591213 | #DIV/0! | #DIV/0! | 0.146560769 | 0.09820105 | 0.183885766 | -0.335795644 | -0.387677192 | -0.08666211 | 0.421150022 | -0.0308913 | 0.350165395 | 0.168393829 |
| 15. Familiarity | #DIV/0! | 0.153090636 | #DIV/0! | #DIV/0! | -0.084712977 | 0.008642878 | 0.126288381 | -0.308733992 | -0.502377801 | -0.291937104 | 0.342230787 | 0.289201434 | 0.331087357 | 0.2339548 |
| 16.1: How do you familiarize CONF | #DIV/0! | -0.219264956 | #DIV/0! | #DIV/0! | -0.153704941 | 0.350184996 | 0.223882239 | -0.052202521 | -0.144509974 | 0.177704663 | 0.462467885 | 0.100022408 | 0.40222474 | 0.267019367 |
| 16.2: News Releases | #DIV/0! | -0.07641636 | #DIV/0! | #DIV/0! | 0.083729362 | 0.341284249 | 0.275819958 | 0.019847105 | -0.009600059 | 0.256173769 | -0.024024504 | -0.02636605 | 0.038365039 | 0.50892935 |
| 16.3: Web | #DIV/0! | -0.014104777 | #DIV/0! | #DIV/0! | -0.064230847 | | | | | | | | | |

| | 11.5: Little Global Impact | 11.6: Well Funded | 11.7: Not Sufficient for Nat goals | 12.1: Look to others | 12.2 Formal Network | 12.3. Formal Network NOT helpful | 12.4 DK Leader Cities | 12.5 Neighbors 1st | 12.6 Com NOT Important | 12.7 Wish Com More |
|------------------------------------|----------------------------|-------------------|------------------------------------|----------------------|---------------------|----------------------------------|-----------------------|--------------------|------------------------|--------------------|
| 1. Agree | | | | | | | | | | |
| 2. State | | | | | | | | | | |
| 3. City Action | | | | | | | | | | |
| 4. Eligibility | | | | | | | | | | |
| 5. Job Title | | | | | | | | | | |
| 6. City Department | | | | | | | | | | |
| 7. Overseeing Dep | | | | | | | | | | |
| 8. CC in CP | | | | | | | | | | |
| 9. Likelihood of Inclusion | | | | | | | | | | |
| 10. CAP? | | | | | | | | | | |
| 11.1: CC Priority | | | | | | | | | | |
| 11.2: Weak action | | | | | | | | | | |
| 11.3: Community Support | | | | | | | | | | |
| 11.4: Danger of Repeal | | | | | | | | | | |
| 11.5: Little Global Impact | 1 | | | | | | | | | |
| 11.6: Well Funded | 0.064364287 | 1 | | | | | | | | |
| 11.7: Not Sufficient for Nat goals | 0.412851694 | 0.27798341 | 1 | | | | | | | |
| 12.1: Look to others | 0.297267566 | 0.453923245 | 0.278055159 | 1 | | | | | | |
| 12.2 Formal Network | 0.520786123 | 0.299807765 | 0.371848041 | 0.884777253 | 1 | | | | | |
| 12.3. Formal Network NOT helpful | 0.154775508 | 0.147752174 | 0.140959999 | 0.00751901 | -0.025920337 | 1 | | | | |
| 12.4 Don't Know/Leader Cities | 0.09915306 | 0.147752174 | 0.140959999 | -0.05012673 | -0.080117407 | 0.914179104 | 1 | | | |
| 12.5 Neighbors 1st | 0.17657233 | -0.185842101 | 0.298092424 | 0.339626737 | 0.338262869 | 0.404037459 | 0.457139526 | 1 | | |
| 12.6 Com NOT Important | 0.301817703 | 0.283228434 | 0.200617246 | 0.084539583 | 0.013246997 | 0.822281925 | 0.725789658 | 0.244011842 | 1 | |
| 12.7 Wish Com More | 0.323864764 | 0.227852665 | 0.353182357 | 0.476452867 | 0.588029216 | 0.294943039 | 0.294943039 | 0.417783157 | 0.164438497 | 1 |
| 12.8: Others to Me | 0.217769987 | 0.551198082 | 0.480775307 | 0.782047183 | 0.784607396 | 0.130233065 | 0.130233065 | 0.433532755 | 0.117141483 | 0.581922219 |
| 12.9 Rare reach out | 0.19718767 | 0.106344792 | -0.033574085 | 0.239905518 | 0.057270874 | 0.634817795 | 0.634817795 | 0.447100019 | 0.631524282 | 0.139508219 |
| 12.10: Partnership | 0.246496138 | 0.417427864 | 0.406810338 | 0.712606048 | 0.681035113 | 0.182655323 | 0.182655323 | 0.452075219 | 0.241939841 | 0.333447308 |
| Asheville | -0.146614275 | -0.26309661 | 0.009014498 | 0.265908012 | 0.178571429 | -0.188511545 | -0.188511545 | 0.069985421 | -0.169561561 | -0.049258992 |
| Austin | -0.066444248 | -0.035833882 | 0.184780717 | 0.211880575 | 0.224105364 | -0.236580112 | -0.236580112 | 0.200059515 | -0.212798071 | -0.180307004 |
| Baltimore | -0.006108928 | 0.440533859 | 0.112681224 | 0.12029172 | 0.041666667 | 0.028276732 | 0.028276732 | -0.198292027 | 0.074183183 | 0.375599813 |
| Berkeley | -0.101288366 | -0.084539583 | 0.006227659 | 0.183702358 | 0.123365943 | -0.130233065 | -0.130233065 | 0.048349378 | -0.117141483 | 0.161645061 |
| Blacksburg | -0.101288366 | 0.304342499 | 0.006227659 | 0.183702358 | 0.123365943 | -0.130233065 | -0.130233065 | -0.136989904 | -0.117141483 | -0.229706139 |
| Boston | 0.202010717 | 0.082429964 | 0.019320805 | 0.302407368 | 0.382732772 | -0.404037459 | -0.404037459 | -0.260714286 | -0.214159329 | -0.105576971 |
| Boulder | -0.400280494 | -0.089923597 | -0.234609778 | -0.054278246 | -0.120287443 | -0.138527129 | -0.271282294 | -0.425 | -0.214159329 | -0.15459485 |
| Burlington | -0.146614275 | -0.122370516 | 0.009014498 | -0.025324573 | 0.041666667 | 0.028276732 | 0.245065009 | 0.204124145 | -0.169561561 | 0.239800212 |
| Chicago | 0.115969115 | 0.082429964 | -0.171127132 | -0.054278246 | -0.03645074 | 0.259738367 | 0.259738367 | 0.067857143 | 0.382890922 | 0.241318791 |
| Denver | 0.199818429 | 0.027290777 | 0.090467619 | -0.037652166 | 0.163723225 | -0.119117269 | -0.119117269 | 0.00433555 | -0.070903518 | 0.032041395 |
| Ft. Collins | -0.006108928 | -0.122370516 | 0.009014498 | 0.12029172 | 0.178571429 | 0.245065009 | 0.028276732 | 0.069985421 | 0.074183183 | 0.239800212 |
| Houston | 0.286221374 | -0.035833882 | 0.35824833 | -0.153613417 | 0.109562623 | -0.055202026 | 0.12617606 | 0.087831007 | -0.008866586 | 0.175155375 |
| Knoxville | -0.295424402 | -0.084539583 | -0.280244674 | 0.183702358 | 0.123365943 | -0.130233065 | -0.130233065 | -0.322329186 | -0.117141483 | -0.034030539 |
| London | -0.489560437 | -0.473421865 | -0.423480841 | -0.822286747 | -0.822493919 | -0.429769115 | -0.429769115 | -0.507668467 | -0.453923245 | -0.621057339 |
| Los Angeles | 0.274901766 | 0.018355577 | 0.216347951 | -0.170940865 | 0.041666667 | 0.028276732 | 0.245065009 | -0.064153303 | 0.074183183 | -0.049258992 |
| Miami | 0.092847669 | 0.109901458 | -0.280244674 | 0.183702358 | 0.123365943 | -0.130233065 | -0.130233065 | 0.048349378 | -0.117141483 | -0.034030539 |
| Minneapolis/St. Paul | -0.009082656 | 0.131905421 | -0.217792417 | 0.17884779 | 0.163723225 | -0.119117269 | -0.119117269 | -0.29481739 | -0.070903518 | 0.032041395 |
| Montpelier | 0.092847669 | -0.084539583 | -0.280244674 | -0.017495463 | -0.065795169 | 0.169302985 | 0.169302985 | 0.048349378 | -0.117141483 | -0.034030539 |
| NYC | -0.01736153 | -0.267787617 | 0.143467174 | -0.237508434 | -0.037216572 | -0.166082021 | -0.289304165 | 0.046409548 | -0.204804413 | 0.101495433 |
| Orlando | -0.146614275 | -0.26309661 | 0.009014498 | 0.265908012 | 0.178571429 | -0.188511545 | -0.188511545 | 0.069985421 | -0.169561561 | -0.049258992 |
| Palo Alto | -0.101288366 | -0.084539583 | -0.137008507 | 0.183702358 | 0.123365943 | -0.130233065 | -0.130233065 | 0.23368866 | -0.117141483 | -0.229706139 |
| Philadelphia | 0.133542156 | -0.112853219 | 0.227848755 | -0.043249941 | 0.211445016 | -0.173850167 | -0.02575558 | 0.119522861 | -0.123072135 | 0.206108073 |
| Portland | -0.21867346 | 0.169561561 | 0.023420353 | -0.23393838 | -0.326477831 | 0.136046489 | 0.010883719 | -0.282842712 | -0.018355577 | -0.20974273 |
| SLC | 0.199818429 | 0.131905421 | 0.090467619 | 0.287097768 | 0.265497122 | -0.280275927 | -0.280275927 | -0.095382097 | -0.252101397 | 0.242599137 |
| San Diego | -0.101288366 | 0.304342499 | 0.006227659 | 0.183702358 | 0.123365943 | -0.130233065 | -0.130233065 | -0.136989904 | -0.117141483 | -0.229706139 |
| San Francisco | 0.01736153 | 0.02782209 | -0.025619138 | -0.093563929 | -0.118416367 | -0.080362288 | -0.203584413 | -0.275142321 | -0.07228391 | -0.423480944 |
| San Jose | 0.134396419 | 0.159081671 | 0.112681224 | -0.025324573 | 0.041666667 | 0.028276732 | 0.028276732 | -0.198292027 | 0.074183183 | 0.09236061 |
| Seattle | -0.01736153 | 0.132154928 | -0.151152916 | 0.093563929 | -0.037216572 | 0.203584413 | 0.203584413 | -0.106078967 | 0.210828072 | -0.220490078 |
| WDC | 0.286983704 | -0.084539583 | 0.292699993 | -0.017495463 | 0.123365943 | -0.130233065 | -0.130233065 | -0.136989904 | -0.117141483 | -0.034030539 |
| 14.1. FM USDN | 0.217983741 | 0.077323867 | 0.603117463 | 0.362402101 | 0.446920155 | 0.119117269 | 0.119117269 | 0.29481739 | 0.252101397 | 0.283795217 |
| 14.2. ICLEI | 0.099931106 | 0.334777461 | 0.261870425 | -0.07856742 | -0.141019019 | 0.393438954 | 0.515724035 | -0.009869275 | 0.57387372 | -0.072937774 |
| 14.3. Other | -0.229525581 | 0.40125589 | -0.298666611 | 0.341674537 | 0.162650012 | 0.470039341 | 0.470039341 | 0.155379719 | 0.289581495 | 0.277614956 |
| 15. Familiarity | 0.259628629 | 0.182324463 | 0.173942998 | 0.436083401 | 0.302407368 | 0.492674457 | 0.38672471 | 0.564104853 | 0.538404988 | 0.225592734 |
| 16.1: How do you familiarize CONF | 0.426884826 | 0.077323867 | 0.140727408 | 0.578902057 | 0.752241846 | -0.203200047 | -0.203200047 | 0.095382097 | -0.29149224 | 0.494452958 |
| 16.2. News Releases | 0.142155689 | -0.254783526 | 0.044161841 | 0.143449649 | 0.287960848 | 0.271282294 | 0.271282294 | 0.260714286 | 0.064896766 | 0.452472733 |
| 16.3. Web | 0.441167092 | 0.160514471 | 0.373109933 | 0.352083457 | 0.440311218 | 0.133630621 | 0.133630621 | 0.009195621 | 0.083333333 | 0.424889569 |
| 16.4. Networking | 0.419109869 | 0.153573779 | 0.162154507 | 0.640938741 | 0.806779312 | -0.12617606 | -0.12617606 | 0.248854519 | -0.195064898 | 0.535769383 |
| 16.5. Other | 0.078400633 | 0.035335714 | 0.083875304 | 0.231569601 | 0.168061391 | -0.084676043 | -0.084676043 | 0.134726614 | -0.170009031 | 0.086924614 |
| 16.6: Please Describe | 0.214784402 | 0.141784854 | 0.262917477 | 0.192243106 | 0.175985744 | -0.128038897 | -0.128038897 | -0.06679725 | -0.206060181 | 0.223047948 |
| 17. How often consult | 0.140369787 | 0.293856818 | 0.35508785 | 0.554477438 | 0.589692028 | 0.044380967 | 0.044380967 | 0.236163942 | -0.00598794 | 0.358346202 |
| 18. Training in RM | 0.563810631 | 0.425008366 | 0.376577736 | 0.63967608 | 0.543579677 | -0.082412883 | -0.082412883 | 0.05665927 | 0.020591219 | 0.212357951 |
| 19. Education? | 0.567136845 | 0.285894822 | 0.501575164 | 0.679889078 | 0.761202057 | 0.395992047 | 0.351563671 | 0.375301783 | 0.456090855 | 0.393708483 |
| 20. ENV5? | 0.214784402 | 0.704035139 | 0.235305139 | 0.502530225 | 0.358313317 | 0.160676263 | 0.160676263 | -0.031068488 | 0.378247455 | 0.379393325 |

| | 12.8: Others to Me | 12.9 Rare reach out | 12.10: Partnership | Asheville | Austin | Baltimore | Berkeley | Blacksburg | Boston | Boulder | Burlington | Chicago | Denver | Ft. Collins | Houston |
|------------------------------------|--------------------|---------------------|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1. Agree | | | | | | | | | | | | | | | |
| 2. State | | | | | | | | | | | | | | | |
| 3. City Action | | | | | | | | | | | | | | | |
| 4. Eligibility | | | | | | | | | | | | | | | |
| 5. Job Title | | | | | | | | | | | | | | | |
| 6. City Department | | | | | | | | | | | | | | | |
| 7. Overseeing Dep | | | | | | | | | | | | | | | |
| 8. CC in CP | | | | | | | | | | | | | | | |
| 9. Likelihood of Inclusion | | | | | | | | | | | | | | | |
| 10. CAP? | | | | | | | | | | | | | | | |
| 11.1: CC Priority | | | | | | | | | | | | | | | |
| 11.2: Weak action | | | | | | | | | | | | | | | |
| 11.3: Community Support | | | | | | | | | | | | | | | |
| 11.4: Danger of Repeal | | | | | | | | | | | | | | | |
| 11.5: Little Global Impact | | | | | | | | | | | | | | | |
| 11.6: Well Funded | | | | | | | | | | | | | | | |
| 11.7: Not Sufficient for Nat goals | | | | | | | | | | | | | | | |
| 12.1: Look to others | | | | | | | | | | | | | | | |
| 12.2 Formal Network | | | | | | | | | | | | | | | |
| 12.3: Formal Network NOT helpful | | | | | | | | | | | | | | | |
| 12.4 Don't Know Leader Cities | | | | | | | | | | | | | | | |
| 12.5 Neighbors 1st | | | | | | | | | | | | | | | |
| 12.6 Com NOT Important | | | | | | | | | | | | | | | |
| 12.7 Wish Com More | | | | | | | | | | | | | | | |
| 12.8: Others to Me | | 1 | | | | | | | | | | | | | |
| 12.9 Rare reach out | 0.036757665 | 1 | | | | | | | | | | | | | |
| 12.10: Partnership | 0.679430638 | 0.396264343 | 1 | | | | | | | | | | | | |
| Asheville | 0.065795169 | -0.155185595 | -0.082166649 | 1 | | | | | | | | | | | |
| Austin | 0.209183115 | -0.26585791 | 0.200948534 | 0.338648106 | 1 | | | | | | | | | | |
| Baltimore | 0.217124059 | -0.155185595 | -0.082166649 | -0.095238095 | -0.119522861 | 1 | | | | | | | | | |
| Berkeley | 0.045454545 | 0.010210463 | 0.244525165 | -0.065795169 | -0.082572282 | -0.065795169 | 1 | | | | | | | | |
| Blacksburg | 0.254545455 | -0.224630175 | 0.043665208 | -0.065795169 | 0.550481883 | -0.065795169 | -0.045454545 | 1 | | | | | | | |
| Boston | 0.23368866 | -0.17648685 | 0.224489407 | 0.131222665 | 0.024397502 | 0.131222665 | -0.141019019 | -0.141019019 | 1 | | | | | | |
| Boulder | -0.229659545 | -0.280568838 | -0.309640561 | 0.131222665 | -0.256173769 | 0.466569475 | 0.322329186 | -0.141019019 | -0.026785714 | 1 | | | | | |
| Burlington | -0.08553372 | 0.184744756 | 0.063205115 | -0.095238095 | -0.119522861 | -0.095238095 | -0.065795169 | -0.065795169 | -0.204124145 | 0.131222665 | 1 | | | | |
| Chicago | -0.044320263 | 0.343923092 | -0.131597238 | -0.204124145 | -0.256173769 | 0.131222665 | -0.141019019 | -0.141019019 | -0.232142857 | -0.026785714 | 0.131222665 | 1 | | | |
| Denver | 0.097823198 | -0.230727441 | -0.014095852 | -0.141598465 | 0.162895941 | -0.141598465 | -0.097823198 | -0.097823198 | 0.195099743 | -0.303488489 | -0.141598465 | 0.444393859 | 1 | | |
| Ft. Collins | -0.08553372 | 0.184744756 | 0.063205115 | -0.095238095 | -0.119522861 | -0.095238095 | -0.065795169 | -0.065795169 | -0.204124145 | 0.466569475 | 0.452380952 | 0.131222665 | -0.141598465 | 1 | |
| Houston | 0.082572282 | -0.123654842 | 0.07932179 | -0.119522861 | -0.15 | -0.119522861 | -0.082572282 | -0.082572282 | 0.024397502 | -0.256173769 | 0.338648106 | -0.256173769 | -0.177704663 | -0.119522861 | 1 |
| Knoxville | 0.045454545 | -0.224630175 | -0.157194749 | 0.69084928 | -0.082572282 | -0.065795169 | -0.045454545 | -0.045454545 | 0.322329186 | 0.322329186 | -0.065795169 | -0.141019019 | -0.097823198 | -0.065795169 | -0.08257 |
| London | -0.790909091 | -0.459470813 | -0.759774621 | -0.065795169 | -0.082572282 | -0.065795169 | -0.045454545 | -0.045454545 | -0.141019019 | -0.322329186 | -0.065795169 | -0.141019019 | -0.097823198 | -0.065795169 | -0.08257 |
| Los Angeles | -0.08553372 | 0.01477958 | 0.063205115 | -0.095238095 | -0.119522861 | -0.095238095 | -0.065795169 | -0.065795169 | 0.131222665 | -0.204124145 | 0.452380952 | -0.204124145 | -0.141598465 | -0.095238095 | 0.796819 |
| Miami | 0.045454545 | 0.2450511 | 0.244525165 | -0.065795169 | -0.082572282 | -0.065795169 | -0.045454545 | -0.045454545 | 0.322329186 | -0.141019019 | -0.065795169 | -0.141019019 | -0.097823198 | -0.065795169 | -0.08257 |
| Minneapolis/St. Paul | 0.097823198 | 0.021974042 | 0.093972346 | 0.265497122 | -0.177704663 | 0.265497122 | -0.097823198 | -0.097823198 | 0.444393859 | 0.195099743 | -0.141598465 | 0.195099743 | 0.092105263 | -0.141598465 | -0.1777 |
| Montpelier | -0.163636364 | 0.2450511 | -0.157194749 | -0.065795169 | -0.082572282 | -0.065795169 | -0.045454545 | -0.045454545 | -0.141019019 | -0.141019019 | -0.065795169 | -0.141019019 | -0.097823198 | -0.065795169 | -0.08257 |
| NYC | -0.071055971 | -0.441036343 | -0.150887924 | 0.040599897 | 0.181164325 | 0.040599897 | 0.243086217 | -0.186899398 | -0.198898063 | 0.182323225 | -0.270665981 | 0.182323225 | 0.523148364 | 0.040599897 | -0.07926 |
| Orlando | 0.065795169 | -0.155185595 | -0.082166649 | 1 | 0.338648106 | -0.095238095 | -0.065795169 | -0.065795169 | 0.131222665 | 0.131222665 | -0.095238095 | -0.204124145 | -0.141598465 | -0.095238095 | -0.11952 |
| Palo Alto | 0.254545455 | 0.010210463 | 0.244525165 | -0.065795169 | -0.082572282 | -0.065795169 | -0.045454545 | -0.045454545 | 0.322329186 | -0.141019019 | -0.065795169 | -0.141019019 | -0.097823198 | -0.065795169 | -0.08257 |
| Philadelphia | 0.00898931 | -0.09086738 | 0.207251104 | -0.162650012 | 0.108866211 | -0.162650012 | -0.112366644 | -0.112366644 | 0.109562623 | -0.119522861 | -0.119522861 | 0.036273813 | 0.211445016 | 0.734847 | |
| Portland | -0.178538236 | -0.157860403 | -0.171510003 | -0.24743583 | 0.21852076 | 0.068732175 | -0.170940865 | 0.265908012 | -0.143104944 | 0.050507627 | -0.24743583 | -0.336717515 | -0.132848657 | 0.068732175 | -0.31053 |
| SLC | 0.097823198 | 0.148324784 | 0.093972346 | -0.141598465 | -0.177704663 | 0.265497122 | -0.097823198 | -0.097823198 | 0.444393859 | 0.195099743 | 0.265497122 | 0.195099743 | 0.092105263 | 0.265497122 | -0.1777 |
| San Diego | 0.254545455 | -0.224630175 | 0.043665208 | -0.065795169 | 0.550481883 | -0.065795169 | -0.045454545 | -0.045454545 | 1 | -0.141019019 | -0.141019019 | -0.065795169 | -0.141019019 | -0.097823198 | -0.065795169 |
| San Francisco | -0.100974275 | 0.0546045 | 0.068258823 | -0.351865775 | 0.079259392 | -0.040599897 | 0.186899398 | 0.186899398 | 0.389508707 | 0.008287419 | -0.351865775 | -0.372933869 | -0.060363273 | -0.040599897 | -0.18116 |
| San Jose | 0.065795169 | 0.01477958 | 0.063205115 | -0.095238095 | -0.119522861 | 0.452380952 | -0.065795169 | -0.065795169 | 0.131222665 | 0.131222665 | -0.095238095 | 0.466569475 | 0.265497122 | -0.095238095 | -0.11952 |
| Seattle | 0.014959152 | 0.331827344 | 0.179628481 | 0.040599897 | 0.181164325 | -0.270665981 | -0.186899398 | 0.243086217 | 0.182323225 | -0.389508707 | -0.270665981 | -0.008287419 | 0.060363273 | -0.270665981 | -0.33968 |
| WDC | 0.045454545 | 0.010210463 | 0.043665208 | -0.065795169 | -0.082572282 | -0.065795169 | -0.045454545 | -0.045454545 | 0.322329186 | -0.141019019 | -0.065795169 | 0.464660189 | -0.065795169 | -0.08257 | |
| 14.1: FM USDN | 0.464660189 | -0.021974042 | 0.338300446 | 0.131598465 | 0.177704663 | -0.265497122 | 0.097823198 | 0.097823198 | 0.054194373 | -0.195099743 | 0.141598465 | 0.054194373 | 0.210526316 | -0.141598465 | 0.177705 |
| 14.2: ICLEI | 0.033402133 | 0.333472309 | 0.196088712 | -0.29546842 | -0.112366644 | 0.013430383 | 0.222680886 | 0.222680886 | -0.254956282 | -0.254956282 | 0.013430383 | 0.312527055 | 0.199680777 | -0.29546842 | 0.146077 |
| 14.3: Other | 0.301142605 | 0.323084018 | 0.289287999 | -0.211445016 | -0.108866211 | 0.162650012 | -0.112366644 | -0.109562623 | 0.119522861 | 0.162650012 | 0.119522861 | -0.036273813 | 0.162650012 | -0.42186 | |
| 15: Familiarity | 0.382480486 | 0.534271659 | 0.509453418 | 0.034893158 | -0.068118658 | -0.232621053 | 0.208917913 | -0.160706647 | -0.170940865 | 0.156695793 | 0.051878585 | 0.034893158 | -0.29194 | | |
| 16.1: How do you familiarize CONF | 0.464660189 | -0.148324784 | 0.446368644 | 0.141598465 | 0.177704663 | 0.141598465 | 0.097823198 | 0.097823198 | 0.303488489 | 0.054194373 | 0.141598465 | -0.195099743 | -0.092105263 | 0.141598465 | 0.177705 |
| 16.2: News Releases | 0.136989904 | 0.072404861 | 0.131597238 | 0.204124145 | 0.256173769 | -0.131222665 | 0.141019019 | 0.141019019 | -0.389328571 | 0.026785714 | 0.204124145 | 0.232142857 | 0.054194373 | 0.204124145 | -0.0244 |
| 16.3: Web | 0.22315185 | 0.130289327 | 0.335959194 | 0.149071198 | 0.149071198 | 0.149071198 | 0.1028689 | #DIV/0! | 0.069006556 | 0.069006556 | 0.149071198 | -0.184017482 | -0.083333333 | 0.149071198 | 0.187317 |
| 16.4: Networking | 0.550481883 | -0.160751294 | 0.407185187 | 0.119522861 | 0.15 | 0.119522861 | 0.082572282 | 0.082572282 | 0.256173769 | -0.024397502 | 0.119522861 | -0.024397502 | 0.177704663 | 0.119522861 | 0.15 |
| 16.5: Other | 0.223761875 | 0.02845168 | 0.028390617 | -0.183339699 | -0.230084947 | 0.168061391 | 0.358070281 | -0.126660099 | 0.256126401 | -0.037424059 | -0.183339699 | 0.037424059 | 0.248970968 | -0.183339699 | -0.23009 |
| 16.6: Please Describe | 0.226072383 | -0.06692291 | -0.092593117 | -0.152020387 | -0.191014362 | 0.431244346 | 0.09638745 | -0.105149946 | 0.388356104 | 0.120390392 | -0.152020387 | 0.031068488 | 0.207436429 | -0.152020387 | -0.19101 |
| 17: How often consult | 0.625798016 | 0.04538018 | 0.546403792 | 0.02242175 | 0.243871966 | 0.02242175 | 0.086744279 | 0.205956926 | -0.173003818 | 0.02242175 | -0.109843694 | 0.186683261 | 0.02242175 | 0.071286 | |
| 18: Training in RM | 0.32279774 | 0.287168461 | 0.45131961 | 0.011565525 | 0.125793362 | 0.011565525 | 0.191760832 | 0.191760832 | 0.106236131 | -0.219554671 | 0.011565525 | -0.05665927 | 0.017195436 | 0.011565525 | -0.09676 |
| 19: Education? | 0.59059908 | 0.404359841 | 0.716311628 | 0.067831007 | 0.110227038 | -0.13662601 | 0.060677988 | 0.060677988 | 0.188248506 | -0.292831009 | 0.067831007 | -0.086654074 | -0.036273813 | 0.200059515 | 0.298021 |
| 20: ENV5? | 0.427609779 | 0.385790895 | 0.565659772 | -0.152020387 | -0.191014362 | 0.431244346 | 0.297924846 | -0.105149946 | 0.209712296 | 0.031068488 | -0.152020387 | 0.031068488 | -0.226294286 | -0.152020387 | 0.05306 |

| | Knoxville | London | Los Angeles | Miami | Minneapolis/St. Paul | Montpelier | NYC | Orlando | Palo Alto | Philadelphia | Portland | SLC | San Diego | San Francisco |
|------------------------------------|-----------|--------------|--------------|--------------|----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 1. Agree | | | | | | | | | | | | | | |
| 2. State | | | | | | | | | | | | | | |
| 3. City Action | | | | | | | | | | | | | | |
| 4. Eligibility | | | | | | | | | | | | | | |
| 5. Job Title | | | | | | | | | | | | | | |
| 6. City Department | | | | | | | | | | | | | | |
| 7. Overseeing Dep | | | | | | | | | | | | | | |
| 8. CC in CP | | | | | | | | | | | | | | |
| 9. Likelihood of Inclusion | | | | | | | | | | | | | | |
| 10. CAP? | | | | | | | | | | | | | | |
| 11.1: CC Priority | | | | | | | | | | | | | | |
| 11.2: Weak action | | | | | | | | | | | | | | |
| 11.3: Community Support | | | | | | | | | | | | | | |
| 11.4: Danger of Repeal | | | | | | | | | | | | | | |
| 11.5: Little Global Impact | | | | | | | | | | | | | | |
| 11.6: Well Funded | | | | | | | | | | | | | | |
| 11.7: Not Sufficient for Nat goals | | | | | | | | | | | | | | |
| 12.1: Look to others | | | | | | | | | | | | | | |
| 12.2: Formal Network | | | | | | | | | | | | | | |
| 12.3: Formal Network NOT helpful | | | | | | | | | | | | | | |
| 12.4 Don't Know Leader Cities | | | | | | | | | | | | | | |
| 12.5 Neighbors 1st | | | | | | | | | | | | | | |
| 12.6 Com NOT Important | | | | | | | | | | | | | | |
| 12.7 Wish Com More | | | | | | | | | | | | | | |
| 12.8: Others to Me | | | | | | | | | | | | | | |
| 12.9 Rare reach out | | | | | | | | | | | | | | |
| 12.10: Partnership | | | | | | | | | | | | | | |
| Asheville | | | | | | | | | | | | | | |
| Austin | | | | | | | | | | | | | | |
| Baltimore | | | | | | | | | | | | | | |
| Berkeley | | | | | | | | | | | | | | |
| Blacksburg | | | | | | | | | | | | | | |
| Boston | | | | | | | | | | | | | | |
| Boulder | | | | | | | | | | | | | | |
| Burlington | | | | | | | | | | | | | | |
| Chicago | | | | | | | | | | | | | | |
| Denver | | | | | | | | | | | | | | |
| Ft. Collins | | | | | | | | | | | | | | |
| Houston | | | | | | | | | | | | | | |
| Knoxville | 1 | | | | | | | | | | | | | |
| London | -0.04545 | 1 | | | | | | | | | | | | |
| Los Angeles | -0.0658 | -0.065795169 | 1 | | | | | | | | | | | |
| Miami | -0.04545 | -0.045454545 | -0.065795169 | 1 | | | | | | | | | | |
| Minneapolis/St. Paul | 0.46466 | -0.097823198 | -0.141598465 | 0.464660189 | 1 | | | | | | | | | |
| Montpelier | -0.04545 | -0.045454545 | -0.065795169 | -0.045454545 | -0.097823198 | 1 | | | | | | | | |
| NYC | -0.18699 | 0.243086217 | -0.270665981 | -0.186989398 | 0.060363273 | -0.186989398 | 1 | | | | | | | |
| Orlando | 0.690849 | -0.065795169 | -0.095238095 | -0.065795169 | 0.265497122 | -0.065795169 | 0.040599897 | 1 | | | | | | |
| Palo Alto | -0.04545 | -0.045454545 | -0.065795169 | -0.045454545 | -0.097823198 | -0.045454545 | -0.186989398 | -0.065795169 | 1 | | | | | |
| Philadelphia | -0.11237 | -0.112366644 | 0.585540044 | -0.112366644 | -0.241825417 | -0.112366644 | -0.036980013 | -0.162650012 | -0.112366644 | 1 | | | | |
| Portland | -0.17094 | 0.265908012 | -0.24743583 | -0.170940865 | -0.367883604 | 0.265908012 | -0.164082531 | -0.24743583 | -0.170940865 | -0.206593262 | 1 | | | |
| SLC | -0.09782 | -0.097823198 | -0.141598465 | 0.464660189 | 0.394736842 | -0.097823198 | -0.171029273 | -0.141598465 | -0.097823198 | 0.036273813 | -0.132846857 | 1 | | |
| San Diego | -0.04545 | -0.045454545 | -0.065795169 | -0.045454545 | -0.097823198 | -0.045454545 | -0.186989398 | -0.065795169 | -0.045454545 | -0.112366644 | 0.265908012 | -0.097823198 | 1 | |
| San Francisco | -0.24309 | 0.186989398 | -0.040599897 | 0.186989398 | -0.060363273 | 0.186989398 | -0.115384615 | -0.351865775 | 0.186989398 | -0.175655062 | 0.343791969 | 0.171029273 | 0.186989398 | 1 |
| San Jose | -0.0658 | -0.065795169 | -0.095238095 | -0.065795169 | 0.672592709 | -0.065795169 | 0.351865775 | -0.095238095 | -0.065795169 | -0.162650012 | -0.24743583 | 0.265497122 | -0.065795169 | -0.040599897 |
| Seattle | 0.243086 | -0.186989398 | -0.270665981 | 0.243086217 | 0.291755818 | 0.243086217 | -0.415384615 | 0.040599897 | -0.186989398 | -0.249615088 | 0.375045785 | 0.060363273 | 0.243086217 | 0.238461538 |
| WDC | -0.04545 | -0.045454545 | -0.065795169 | -0.045454545 | 0.464660189 | -0.045454545 | 0.243086217 | -0.065795169 | -0.045454545 | -0.112366644 | -0.170940865 | 0.464660189 | -0.045454545 | 0.186989398 |
| 14.1. FM USDN | 0.097823 | -0.464660189 | 0.141598465 | -0.464660189 | -0.394736842 | -0.464660189 | -0.060363273 | 0.141598465 | 0.097823198 | 0.241825417 | -0.10218989 | -0.092105263 | 0.097823198 | -0.171029273 |
| 14.2. ICLEI | -0.20412 | -0.204124145 | 0.322329186 | -0.204124145 | 0.019968077 | -0.204124145 | -0.137408584 | -0.29546842 | -0.204124145 | -0.082572282 | -0.054278246 | -0.209664804 | 0.222680886 | -0.038169051 |
| 14.3. Other | 0.112367 | -0.404519917 | -0.211445016 | 0.112366644 | -0.036273813 | 0.112366644 | -0.388290137 | -0.211445016 | 0.112366644 | -0.233333333 | 0.206593262 | -0.036273813 | 0.112366644 | -0.036980013 |
| 15. Familiarity | -0.16071 | -0.530330086 | -0.232621053 | 0.208917913 | -0.146989324 | -0.160706087 | -0.052888589 | 0.034893158 | 0.208917913 | -0.397276079 | -0.141019019 | -0.146989324 | -0.160706087 | -0.099166104 |
| 16.1. How do you familiarize CONF | 0.097823 | -0.464660189 | 0.141598465 | 0.097823198 | 0.210526316 | 0.097823198 | -0.060363273 | 0.141598465 | 0.097823198 | 0.241825417 | -0.10218989 | 0.210526316 | 0.097823198 | -0.171029273 |
| 16.2. News Releases | 0.141019 | -0.322329186 | -0.131222665 | -0.322329186 | 0.054194373 | 0.141019019 | 0.198898063 | 0.204124145 | -0.322329186 | 0.119522861 | -0.050507627 | -0.195099743 | 0.141019019 | -0.389508707 |
| 16.3. Web | 0.102869 | -0.46291005 | 0.149071198 | 0.1028689 | 0.222222222 | 0.1028689 | -0.043033148 | 0.149071198 | -0.46291005 | 0.255654996 | -0.133630621 | 0.222222222 | #DIV/0! | 0.043033148 |
| 16.4. Networking | 0.082572 | -0.550481893 | 0.119522861 | 0.082572282 | 0.177704663 | 0.082572282 | 0.079259392 | 0.119522861 | 0.082572282 | 0.204124145 | -0.21852076 | 0.177704663 | 0.082572282 | -0.33968311 |
| 16.5. Other | -0.12666 | -0.126660099 | -0.18339699 | -0.126660099 | -0.01135771 | 0.358870281 | 0.078157516 | -0.18339699 | 0.358870281 | -0.313112146 | -0.070567483 | 0.249870968 | -0.126660099 | 0.321314232 |
| 16.6. Please Describe | -0.10515 | -0.105149946 | -0.152203887 | -0.105149946 | 0.09900375 | 0.297924846 | -0.018023431 | -0.152203887 | 0.09638745 | -0.259937622 | 0.109843694 | 0.532734465 | -0.105149946 | 0.349654567 |
| 17. How often consult | 0.086744 | -0.625798016 | -0.0807183 | -0.340781098 | -0.120010668 | 0.229252739 | -0.05352686 | 0.02242175 | 0.229252739 | 0.284895666 | -0.031068488 | -0.043337186 | 0.086744279 | 0.112151516 |
| 18. Training in RM | -0.17578 | -0.543322356 | 0.011565525 | 0.191760832 | 0.017195436 | 0.191760832 | -0.269526939 | 0.011565525 | -0.175780762 | -0.071106819 | -0.046741513 | 0.41269047 | 0.191760832 | 0.1183289 |
| 19. Education? | 0.060678 | -0.869717823 | 0.312288023 | -0.094387981 | -0.036273813 | 0.060677988 | -0.260709092 | 0.087831007 | 0.060677988 | 0.303333333 | -0.225374468 | -0.036273813 | 0.060677988 | 0.005547002 |
| 20. ENV5? | -0.10515 | -0.508224737 | 0.13952023 | 0.297924846 | 0.207436429 | -0.105149946 | -0.266746783 | -0.152203887 | -0.105149946 | -0.060652112 | -0.058583303 | 0.207436429 | -0.105149946 | 0.100931215 |

| | San Jose | Seattle | WDC | 14.1: FM USDN | 14.2: ICLEI | 14.3: Other | 15: Familiarity | 16.1: How do you familiarize CONF | 16.2: News Releases | 16.3: Web | 16.4: Networking | 16.5: Other | 16.6: Please Describe |
|------------------------------------|--------------|--------------|--------------|---------------|--------------|--------------|-----------------|-----------------------------------|---------------------|--------------|------------------|-------------|-----------------------|
| 1. Agree | | | | | | | | | | | | | |
| 2. State | | | | | | | | | | | | | |
| 3. City Action | | | | | | | | | | | | | |
| 4. Eligibility | | | | | | | | | | | | | |
| 5. Job Title | | | | | | | | | | | | | |
| 6. City Department | | | | | | | | | | | | | |
| 7. Overseeing Dep | | | | | | | | | | | | | |
| 8. CC in CP | | | | | | | | | | | | | |
| 9. Likelihood of Inclusion | | | | | | | | | | | | | |
| 10. CAP? | | | | | | | | | | | | | |
| 11.1: CC Priority | | | | | | | | | | | | | |
| 11.2: Weak action | | | | | | | | | | | | | |
| 11.3: Community Support | | | | | | | | | | | | | |
| 11.4: Danger of Repeal | | | | | | | | | | | | | |
| 11.5: Little Global Impact | | | | | | | | | | | | | |
| 11.6: Well Funded | | | | | | | | | | | | | |
| 11.7: Not Sufficient for Nat goals | | | | | | | | | | | | | |
| 12.1: Look to others | | | | | | | | | | | | | |
| 12.2 Formal Network | | | | | | | | | | | | | |
| 12.3. Formal Network NOT helpful | | | | | | | | | | | | | |
| 12.4 Don't Know Leader Cities | | | | | | | | | | | | | |
| 12.5 Neighbors 1st | | | | | | | | | | | | | |
| 12.6 Com NOT Important | | | | | | | | | | | | | |
| 12.7 Wish Com More | | | | | | | | | | | | | |
| 12.8: Others to Me | | | | | | | | | | | | | |
| 12.9 Rare reach out | | | | | | | | | | | | | |
| 12.10: Partnership | | | | | | | | | | | | | |
| Asheville | | | | | | | | | | | | | |
| Austin | | | | | | | | | | | | | |
| Baltimore | | | | | | | | | | | | | |
| Berkeley | | | | | | | | | | | | | |
| Blacksburg | | | | | | | | | | | | | |
| Boston | | | | | | | | | | | | | |
| Boulder | | | | | | | | | | | | | |
| Burlington | | | | | | | | | | | | | |
| Chicago | | | | | | | | | | | | | |
| Denver | | | | | | | | | | | | | |
| Ft. Collins | | | | | | | | | | | | | |
| Houston | | | | | | | | | | | | | |
| Knoxville | | | | | | | | | | | | | |
| London | | | | | | | | | | | | | |
| Los Angeles | | | | | | | | | | | | | |
| Miami | | | | | | | | | | | | | |
| Minneapolis/St. Paul | | | | | | | | | | | | | |
| Montpelier | | | | | | | | | | | | | |
| NYC | | | | | | | | | | | | | |
| Orlando | | | | | | | | | | | | | |
| Palo Alto | | | | | | | | | | | | | |
| Philadelphia | | | | | | | | | | | | | |
| Portland | | | | | | | | | | | | | |
| SLC | | | | | | | | | | | | | |
| San Diego | | | | | | | | | | | | | |
| San Francisco | | | | | | | | | | | | | |
| San Jose | 1 | | | | | | | | | | | | |
| Seattle | 0.040599897 | 1 | | | | | | | | | | | |
| WDC | 0.69084928 | 0.243086217 | 1 | | | | | | | | | | |
| 14.1: FM USDN | -0.265497122 | -0.060363273 | 0.097823198 | 1 | | | | | | | | | |
| 14.2: ICLEI | 0.322329186 | 0.213746686 | 0.222680886 | 0.209664804 | 1 | | | | | | | | |
| 14.3: Other | -0.211445016 | 0.249615088 | -0.404519917 | 0.036273813 | 0.082572282 | 1 | | | | | | | |
| 15: Familiarity | -0.232621053 | 0.099166104 | -0.160706087 | 0.345857232 | 0.183702358 | 0.397276079 | 1 | | | | | | |
| 16.1: How do you familiarize CONF | 0.141598465 | -0.060363273 | 0.097823198 | 0.092105263 | -0.249600957 | 0.036273813 | -0.051878585 | 1 | | | | | |
| 16.2: News Releases | 0.204124145 | 0.198880663 | 0.141019019 | 0.195099743 | 0.065795169 | 0.109562623 | 0.007122536 | 0.444393859 | 1 | | | | |
| 16.3: Web | 0.149071198 | 0.152534772 | 0.1028689 | 0.083333333 | -0.043033148 | 0.0255655 | -0.036810509 | 0.385888889 | 0.437041521 | 1 | | | |
| 16.4: Networking | 0.119522861 | -0.181164325 | 0.082572282 | 0.162895941 | -0.146076637 | 0.108866211 | 0.068118658 | 0.304968773 | 0.156097635 | | 1 | | |
| 16.5: Other | 0.168061391 | -0.121578358 | 0.358870281 | 0.011357771 | 0.025854384 | 0.073059501 | 0.067171661 | 0.011357771 | -0.252612401 | -0.240562612 | 0.230089497 | 1 | |
| 16.6: Please Describe | 0.285382288 | -0.018023431 | 0.499462242 | 0.009428929 | -0.060813654 | -0.038990643 | -0.157998509 | 0.117861607 | -0.209712296 | 0.019920477 | 0.191014362 | 0.830174 | 1 |
| 17: How often consult | 0.02242175 | 0.122347109 | 0.086744279 | 0.426704598 | -0.134064272 | 0.20831081 | 0.054765597 | 0.350031115 | 0.299324066 | 0.421824541 | 0.273886978 | 0.241715 | 0.228137492 |
| 18: Training in RM | 0.011565525 | 0.184067178 | 0.191760832 | 0.180552081 | 0.110905212 | 0.071106819 | 0.288140192 | 0.378299597 | 0.05665927 | 0.570562885 | 0.319321612 | 0.192958 | 0.301894514 |
| 19: Education? | -0.024397502 | 0.122034043 | 0.060677988 | 0.536852425 | 0.209183115 | 0.156666667 | 0.379001379 | 0.292831009 | 0.453422656 | 0.53446016 | 0.453155602 | 0.025049 | -0.009097817 |
| 20: ENV5? | 0.13952023 | 0.064884353 | -0.105149946 | 0.009428929 | 0.350572832 | 0.259937622 | 0.340781098 | 0.226294286 | -0.209712296 | 0.239045722 | 0.191014362 | 0.08139 | 0.14527027 |

| | 17. How often consult | 18. Training in RM | 19. Education? |
|------------------------------------|-----------------------|--------------------|----------------|
| 1. Agree | | | |
| 2. State | | | |
| 3. City Action | | | |
| 4. Eligibility | | | |
| 5. Job Title | | | |
| 6. City Department | | | |
| 7. Overseeing Dep | | | |
| 8. CC in CP | | | |
| 9. Likelihood of Inclusion | | | |
| 10. CAP? | | | |
| 11.1: CC Priority | | | |
| 11.2: Weak action | | | |
| 11.3. Community Support | | | |
| 11.4: Danger of Repeal | | | |
| 11.5: Little Global Impact | | | |
| 11.6: Well Funded | | | |
| 11.7: Not Sufficient for Nat goals | | | |
| 12.1: Look to others | | | |
| 12.2 Formal Network | | | |
| 12.3. Formal Network NOT helpful | | | |
| 12.4 Don't Know Leader Cities | | | |
| 12.5 Neighbors 1st | | | |
| 12.6 Com NOT Important | | | |
| 12.7 Wish Com More | | | |
| 12.8: Others to Me | | | |
| 12.9 Rare reach out | | | |
| 12.10: Partnership | | | |
| Asheville | | | |
| Austin | | | |
| Baltimore | | | |
| Berkeley | | | |
| Blacksburg | | | |
| Boston | | | |
| Boulder | | | |
| Burlington | | | |
| Chicago | | | |
| Denver | | | |
| Ft. Collins | | | |
| Houston | | | |
| Knoxville | | | |
| London | | | |
| Los Angeles | | | |
| Miami | | | |
| Minneapolis/St. Paul | | | |
| Montpelier | | | |
| NYC | | | |
| Orlando | | | |
| Palo Alto | | | |
| Philadelphia | | | |
| Portland | | | |
| SLC | | | |
| San Diego | | | |
| San Francisco | | | |
| San Jose | | | |
| Seattle | | | |
| WDC | | | |
| 14.1. FM USDN | | | |
| 14.2: ICLEI | | | |
| 14.3: Other | | | |
| 15. Familiarity | | | |
| 16.1: How do you familiarize CONF | | | |
| 16.2. News Releases | | | |
| 16.3: Web | | | |
| 16.4: Networking | | | |
| 16.5: Other | | | |
| 16.6: Please Describe | | | |
| 17. How often consult | 1 | | |
| 18. Training in RM | 0.335455463 | 1 | |
| 19. Education? | 0.624013411 | 0.507228646 | 1 |
| 20. ENV5? | 0.14572133 | 0.443600102 | 0.379508929 |